



# **Business Operations Plan**

## **Fiscal Years 2021-2023**





USS Michael Murphy (DDG112), Pearl Harbor



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## Message from the Secretary of the Navy



Kenneth J. Braithwaite

“ The Department of the Navy’s Business Operations Plan (BOP) guides the Department to deliver optimized business operations. ”

The Department of the Navy is at a critical point in history. While we are defining what the future force structure will be, we need to ensure that our Navy and Marine Corps mitigates, neutralizes, or eliminates emerging and continuing threats while also deterring aggression. The Navy and Marine Corps of today and tomorrow needs to deliver a combat credible maritime force ready to conduct prompt and sustained combat operations at sea, as well as any peacetime or humanitarian efforts to which we are entrusted. We must deliver and maintain a Navy and Marine Corps that is ready

to fight today, while committing to the training, sustainment, and modernization that will ensure talented forces are ready to execute difficult missions with commitment, perseverance, and excellence tomorrow.

In order to achieve this objective, we need to reimagine the Navy and Marine Corps from the ground up. We need to establish a strong culture starting with leadership. Trust up and down the chain of command is imperative to upholding good order and discipline, and empowering people to embrace their responsibilities across all levels of our Navy and Marine Corps. A critical element of this is effective business management. The Department has looked deep across the enterprise and must go deeper to determine ways to achieve tangible savings by consistently working to become more efficient and thereby more effective.

The Department of the Navy’s Business Operations Plan (BOP) guides the Department to deliver optimized business operations. Using my Title 10 authority, I have designated the Under Secretary of the Navy as my Chief Management Officer (CMO) so he may effectively and efficiently manage the Department’s business operations. As my principal partner for business operations management, the CMO will coordinate the integration of related lines of effort, promote and measure accountability, and monitor performance outcomes through the BOP.

It is time now to promote and execute new ways of thinking and organizing, providing substantially improved business management postures necessary for a higher state of operational readiness. I am confident that we can, and will, revolutionize the way we manage this Department in order to provide the resources our operating forces need to face current and future threats to our Nation’s security. This is no easy task, but our nearly 250 years of naval history unquestionably prove that when facing a challenge, the U.S. Navy and Marine Corps team has always risen to the occasion.

Full - Speed - Ahead!





## Message from the Under Secretary of the Navy (Acting)



Gregory J. Slavonic

“ We must adopt the same aggressive readiness posture in our business processes as we do in every other aspect of warfare. ”

Since 2018, the DON's Business Operations Plan (BOP) has effectively aligned business operations to the National Defense Strategy (NDS) and the Department's strategic objectives. Title 10 mandates that the Secretary shall manage all affairs of the Department. Additionally, Public Law No. 110-181 provides that the Secretary shall designate me to have the "primary management responsibility for business operations" and has given me the authorities "necessary" to "effectively and efficiently organize the business

operations" of the Navy and Marine Corps as Chief Management Officer. This Business Operations Plan assists me to manage and execute the Department's limited resources and return savings to the Total Obligated Authority (TOA) line. Now, more than ever, we must reinvest our funds to support critical priorities which support warfighter and weapon system readiness.

The BOP's initiatives are supported by milestones measured in six, twelve, eighteen, and twenty-four month increments. I am happy to report that we have completed 79 initiatives in FY 2020, greatly contributing to our efforts to achieve a naval force that is aligned to the objectives prescribed in the NDS. Overall, savings of \$1.4B FY 2021 and \$12.3B over the FYDP have been reinvested as a result of divestments, business process improvements, business systems improvements, weapons system acquisition and policy reforms.

The full list of completed FY 2020 initiatives are in Appendix I. Additionally, significant accomplishments are listed throughout this document in the "From the Deckplate" sections at the beginning of each DON Strategic Objective. I am also proud to acknowledge that the Navy migrated all unclassified financial activity to DON ERP, a key element in Navy's strategy to streamline processes, retire legacy financial management systems and obtain a clean audit opinion.

The business of the DON is to man, train, organize and equip Navy and Marine Corps forces for global operations. In order to achieve this, we must adopt the same aggressive readiness posture in our business processes as we do in every other aspect of warfare, and realize that what we do impacts our ability to fight and win. We continue to move forward with a sense of urgency to deliver and maintain a Navy and Marine Corps that is ready to fight today, while also committing to reform, accountability and modernization that will ensure a Navy and Marine Corps that is ready for tomorrow.





# The Department of the Navy Business Operations Plan

## Introduction: Why does the Department need a plan?

Under the Secretary of the Navy's strategic guidance, leaders at every level across the Department today are urgently partnering with key stakeholders, gleaming best practices from private and public sectors, and monitoring impact and performance to share lessons learned to integrate combat and support operations. Such guidance inspires operational and management leaders to act, to take risks, and to be decisive. However, without overall coherence and coordination, great ideas often become siloed while others languish.

The Business Operations Plan provides that coordination through measurable objectives and initiatives for the Navy and Marine Corps team to use as a uniting function. It is an agile guiding tool, not an immovable strategy – indeed, to be successful our objectives and timelines will necessarily evolve as the external environment and capabilities of both partners and adversaries change. We therefore need a Business Operations Plan that enables our Department to:

- ❖ Improve support operations to enhance combat effectiveness and efficiency
- ❖ Coordinate our activities as one team, and rapidly find intersections of common purpose

- ❖ Focus on our key public and private sector stakeholders across the broader institution
- ❖ Marshal scarce resources exactly where and when they are required
- ❖ Maintain budgetary and program coherence while remaining attentive to disruption
- ❖ Capitalize upon our differences by sharing diverse approaches to our challenges
- ❖ Take advantage of key best practices as well as mistakes – as a united Department of the Navy

Finally, this plan will adapt and evolve along with the demands of the institution, enabling improved readiness and lethality while creating greater agility and accountability. The initial BOP, published October 2018, promulgated the Secretary's vision to every echelon, and detailed the many outstanding initiatives throughout the Department, while measuring performance against plans. This FY 2021-2023 DON BOP links our strategic vision and operations, and promotes continuous learning, evolution, and growth as one naval team as we continue to deliver combat-ready naval forces.

“ The business of the Department of the Navy is to man, train, and equip Navy and Marine Corps forces for global operations. ”

“The U.S. Navy is driving outcomes to address the strategic imperative to accelerate readiness and lethality and field an all-domain Fleet that is more capable, more lethal, and more distributed. To achieve this end, we must thoroughly examine internal processes, identify areas of lagging performance, benchmark world-class performance, and achieve the high impact outcomes required. And we need to do all of that without losing sight of our highest priority – the brave men and women at the tip of the spear.”

— Admiral William K. Lescher

“The Marine Corps is the premier Naval Expeditionary Force-in-Readiness forward positioned to support maritime operations, enable sea control, support sea denial, and be ready to respond to crisis when the Nation needs us the most. In order to build and sustain the Navy and Marine Corps team that this country requires, we must modernize the force to deter our adversaries, exploit emerging advances in technology, and enhance employment strategies that enable us to successfully fight and win our Nation's battles. To achieve this end, the Marine Corps remains committed to sharpening its business practices and maximizing its buying power to give the Congress and the Nation the most lethal, relevant and affordable Marine Corps possible”

— General Gary L. Thomas





## DON BOP FY2021 - 2023: What's New?



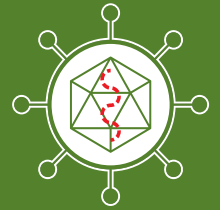
### Significant Changes

The DON BOP continues to serve as the integrated plan that aligns the Department of the Navy to the National Defense Strategy. This FY2021 BOP provides an update on all initiatives due in FY20. Since that time, there have been 79 completed initiatives, 8 removed initiatives and 42 initiatives that had their due dates extended. All of these updates are included in this document.

#### UPDATED DON BOP FOCUS AREAS

The DON published the DON Information Superiority Vision (ISV). The BOP has been updated with focus areas and initiatives that align to the ISV strategic objectives to Modernize the DON infrastructure, Innovate and deploy new capabilities, and Defend DON information, leveraging our Data and Workforce as strategic assets.

### COVID-19 Impact



The DON deployed commercial virtual remote (CVR) collaboration tools and Microsoft 365 during COVID-19. These new digital ways of working enabled personnel to take advantage of capabilities not normally available within the DoD environment. These tools introduced a new set of standards and expectations for how we communicate and interact across the DON. The COVID-19 telework experience reaffirms that the ISV is aligned with the department's top priorities.



*USS Germantown (LSD 42), Okinawa, Japan*



# Alignment to the National Defense Strategy

NDS Lines Of Effort	NDBOP Strategic Objectives	DON BOP Strategic Objectives (14)
<b>1</b> Rebuild Military Readiness as We Build a More Lethal Joint Force	<b>1.1</b> Restore Military Readiness to Build a More Lethal Force	1.1.A Fully restore aviation/ship/ground readiness to meet mission
		1.1.B Restore inventory of weapons and ammunition to meet warfighting requirements
	<b>1.2</b> Lay the Foundation for Future Readiness through Recapitalization, Innovation, and Modernization	1.2.A Deliver platforms that possess greater combat power and longer reach in support of missions across all domains
		1.2.B Deliver innovative technologies that provide greater combat power and longer reach in support of missions across all domains
		1.2.C Develop and implement a sustainable path to infrastructure modernization
	<b>1.3</b> Enhance IT & Cybersecurity Capabilities	1.3.A Optimize DON's information infrastructure (e.g., networks, transport, end-user hardware, spectrum, etc.)
		1.3.B Increase DON's ability to deter, detect, defeat and recover from cyber-attacks
	<b>1.4</b> Ensure the Best Intelligence, Counterintelligence, and Security Support for DoD Operations	1.4.A Deliver timely and relevant intelligence, counterintelligence and security support to Sailors and Marines to provide a decisive and dominant advantage
	<b>1.5</b> Implement Initiatives to Recruit and Retain the Best Total Force to Bolster Capabilities and Readiness	1.5.A Produce a highly skilled workforce (Sailors, Marines, and civilians) shaped for today and prepared for tomorrow's needs
<b>2</b> Strengthen our Alliances and Attract New Partners	<b>2.1</b> Reform the Security Cooperation Enterprise	2.1.A Implement a more strategic, coordinated approach to security cooperation
<b>3</b> Reform the Department's Business Practices for Greater Performance and Affordability	<b>3.1</b> Improve and Strengthen Business Operations through a move to DoD-Enterprise or Shared Services; Reduce Administrative and Regulatory Burden	3.1.A Increase the use of data analytics and artificial intelligence in DON-wide decision making
		3.1.B Reform business operations enterprise-wide to generate lasting, institutionalized, resources to support strategic reinvestment in lethality
	<b>3.2</b> Optimize Organizational Structures	3.2.A Reduce redundancies across the enterprise (to include OPNAV, HQMC and Secretariat) to achieve cost savings and improve agility
	<b>3.3</b> Improve the Quality of Budgetary and Financial Information that is Most Valuable in Managing the DoD	3.3.A Institutionalize annual audit and remediation, and establish a near term path to a clean opinion

**This chart illustrates alignment of the DON BOP's Initiatives to the Lines of Effort in the National Defense Strategy.**

## Focus Areas [40]

## Initiatives [199]

## Initiative Owners

Ship Readiness	6	ASN (RD&A), NAVSEA
Aviation Readiness	4	NAVAIR, CNAF, OPNAV (N4), DC A
Ground Readiness	1	DC I&L
Procurement, Maintenance and Distribution of Munitions	3	ASN (RD&A)
Acquisition Agility	3	DC I&L, NCIS, ASN (RD&A)
Acquisition Affordability	5	ASN (RD&A)
Acquisition Integrity	3	OGC
New Technologies	2	OGC
Information Superiority – Innovate	5	DON CIO
Shore and Base Infrastructure	10	ASN (EI&E), DC I&L
Operational, Test, and Training Range Effectiveness	9	ASN (EI&E)
Data Centers and Cloud Services	3	OPNAV (N2/N6), DON CIO, DC I
Enterprise Networks	6	DON CIO, DC I, OPNAV (N2/N6)
Spectrum Dependent Systems	4	DON CIO
Information Superiority – Modernize	3	DON CIO
Cybersecurity Readiness	5	DON CIO, NCIS, ASN (EI&E)
Information Superiority – Defend	6	DON CIO
Intelligence	1	OPNAV (N9)
Counterintelligence and Security	4	DUSN, NCIS
Criminal Investigations and Operations	5	NCIS, DUSN
Military Personnel	12	OPNAV (N1/CNP), ASN (M&RA), DC M&RA
Civilian Personnel	6	ASN (M&RA)
Total Force	9	ASN (EI&E), ASN (M&RA), OGC
Information Superiority – Workforce	3	DON CIO
Allies and Partners Synchronization	2	DUSN, ASN (RD&A)
Security Cooperation	2	DUSN, NCIS
Enterprise Data Quality, Standards, Integration, and Investment	2	DON CIO, ASN (EI&E)
Improve Decision Making	3	DC CD&I, OGC, ASN (RD&A)
Information Superiority – Data	11	DON CIO
Business Systems	6	DON OCMO, ASN (M&RA), OPNAV (N1/CNP)
Enterprise Risk Management (ERM)	7	DON OCMO
Small Business Inclusiveness	4	OSBP
Reform Business Operations	13	DC I&L, DON OCMO, DMCS, HQMC (BRB), ASN (EI&E), ASN (M&RA)
Enhance Organizational Structure	4	DON OCMO, DON AA
Accounting Systems Consolidation	7	ASN (FM&C), HQMC P&R
IT General Controls	6	ASN (FM&C)
Contractor Held Property	3	ASN (RD&A), ASN (FM&C)
Real Property	2	ASN (FM&C), ASN (EI&E)
Inventory and Operating Materials and Supplies (OM&S)	4	ASN (FM&C), OPNAV (N4), DC I&L
Financial Reporting and Fund Balance with Treasury	2	ASN (FM&C)
Budgetary Reform	3	ASN (FM&C)





## NDS Line of Effort 1: Rebuild Military Readiness as We Build a More Lethal Joint Force

“

The surest way to prevent war is to be prepared to win one. Building a more lethal force requires a competitive approach to force development and multiyear investment to restore warfighting readiness. We must recognize conflict's interactive nature, account for emerging technologies, identify and exploit asymmetries in our operational concepts, and validate our solutions through rigorous testing and experimentation. We must look forward to prevail in future competitions, inventing warfighting methods that will increase lethality, resilience, and operational surprise. Our aim is a ready Joint Force that possesses decisive advantages for key potential warfights, while remaining competent across the entire conflict spectrum.

— National Defense Strategy

”

Nearly two decades of war in the Middle East, coupled with other high-tempo operations across the world have taxed our capacity to maintain a ready force. Ship and aircraft maintenance periods were either delayed or canceled, and shore infrastructure resources went to fund immediate readiness needs. The DON's depots were challenged to deliver ships and aircraft on time, which impacted training time prior to deployment. These challenges were further aggravated by shortages of parts and availability of spares. Our Department's readiness needs an injection of resources and attention.

Today, thanks to sustained support by Congress, we are on the path to recovery. Our current and planned budgets deliberately prioritize improved readiness and wholeness of our current Fleet and operational Marine force. Unfortunately, funding alone is not the long-term answer. This Business Operations Plan adjusts our business processes and inserts innovative, more efficient means to assess our progress, so that every taxpayer dollar possible goes to increased readiness and modernization of our forces. Recovering this lost readiness will take time, but our investments will be properly balanced across all the dimensions of naval power to consistently meet our national strategic objectives.

*USS Kearsarge (LHD 3), MK-38 25mm gun, Atlantic Ocean*



## From the deckplate...

### The Navy is Making Progress in Readiness Recovery

The number of Sailors filling operational sea duty billets (current on board) is at its highest point since 2014 and is projected to continue to trend upward into FY21 and beyond. For Forward Deployed Naval Forces-Japan (FONF-J), ships are receiving 18 weeks of dedicated training with increased manning for DDGs, LPDs, and LHAs. For example, DDGs on average had 25 more Sailors on board in FY20 as compared to FY12. Finally, on-time ship maintenance availability completion rates in private shipyards improved from 24% in FY18 to 37% in FY19.

### Dynamic Force Employment (DFE) Recently Applied to the Marine Corps.

The Marine Corps supported Dynamic Force Employment events during FY20 in Bahrain. The Squadron successfully deployed and supported U.S. Central Command (CENTCOM) operational requirements, and redeployed as ordered. Both DFEs were short notice and short duration deployments of a TACAIR Squadron to the CENTCOM AOR.

## 1.1 Restore Military Readiness to Build a More Lethal Force

### Why This Matters

Our armed forces have been involved in the longest continuous stretch of conflict in our Nation's history. The continuous nature of these engagements have truncated essential maintenance and training, leading to deficiencies in safety, reliability, and availability of Fleet and Marine assets. Concurrently, these operations have led to the depletion of weapons and ammunition stocks, as well as degradations to their supporting systems. Investment uncertainty resulting from budget control actions have further complicated our efforts to maintain readiness and stable ordnance inventories, creating an erosion of capability across the force. The DON is making targeted, disciplined increases in personnel, platforms, weapons, ammunition, training, and maintenance to ensure that a larger, more lethal naval force is prepared to conduct combat operations against peer adversaries in any high-intensity conflict around the world.



### 1.1.A » Fully restore aviation/ship/ground readiness to meet missions



USS America (LHA 6), MV-22 Osprey, Pacific Ocean





## 1.1.A » 3 Focus Areas 11 Initiatives\*

\*As of Oct 2020

### Ship Readiness



**PROBLEM:** The U.S. Navy was challenged by a combination of high-tempo operations and a reduced fleet size. These factors resulted in a maintenance backlog and reduced readiness rates for Navy ships. Further exacerbating these problems, budget shortfalls in previous years diminished parts, decreased spares availability, and reduced capacity for depot/ shipyard level repairs.

**SOLUTION:** The Navy is focusing efforts on improving the readiness of the surface and subsurface warfare enterprise by closely managing ship schedules to ensure all required maintenance is completed prior to operational employment. Additionally, the Navy is developing and executing plans to optimize both public and private shipyards for maximum capability and capacity.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (RD&A)	Develop 30-year Shipbuilding Plan and Long Range Plan for Maintenance and Modernization of Naval Vessels to support annual President's Budget	○ USN ● USMC	●											
NAVSEA	Initiate the Pearl Harbor Naval Shipyard & Intermediate Maintenance Facility "Area Development Plan" as part of Shipyard Infrastructure & Optimization Program	○ Secretariat ✓ Completed								●				
NAVSEA	Develop and implement a plan to improve P2P rates in private shipyards with a focus on establishing more accurate availability duration estimates													
ASN (RD&A)	Improve readiness outcomes and efficiency in the sustainment enterprise													
NAVSEA	Implement improvements to enhance shipyard predictability and reduce the difference between planned and executed availabilities													
NAVSEA	Execute Naval Shipyard Infrastructure Optimization Plan (SIOP) through restoration, modernization, and recapitalization projects that address shipyard maintenance capacity limitations through dry dock recapitalization, optimize shipyard layout and work flow, and modernize capital equipment to industry standards													



Los Angeles-class fast-attack submarine, USS Bremerton (SSN 698), Joint Base Pearl Harbor-Hickman



## Aviation Readiness



**PROBLEM:** The Navy and Marine Corps aviation assets experienced years of fast-paced, demanding operations that decreased the number of mission capable aircraft. The resulting restricted flying hours and reduced training led to decreased readiness rates and reduced operational effectiveness. Depots also lacked a sufficient number of skilled workers and available aviation spares, both of which are required to increase the quantity of fully mission capable aircrafts.

**SOLUTION:** The Navy and Marine Corps aviation enterprise is focusing on reducing the quantity of non-mission capable aircraft through focused maintenance and supply chain management, and expanding training to develop a broader base of highly trained maintenance personnel.

OPR	Initiative	Key: ○ USN ● USMC	○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NAVAIR	Implement the Naval Sustainment System to optimize workflow through the Fleet Readiness Centers			●											
CNAF	Develop and implement a plan to achieve MC Total Aircraft Inventory to meet and sustain warfighting requirements				●										
OPNAV (N4)	Ensure implementation of supply chain improvements to increase material availability and reduce backorders				●										
DC A	Complete Marine Corps aviation readiness recovery model and transition						●								



Gregory J. Slavonic, Under Secretary of the Navy (Acting) T-6 Texan II, NATRACOM, NAS Corpus Christi

## Ground Readiness



**PROBLEM:** The Marine Corps continues to be challenged by a combination of high-tempo operations and budget shortfalls in previous years that impacted training and parts for equipment.

**SOLUTION:** The Marine Corps has implemented procedures to effectively link resources to readiness. These include increasing ground equipment readiness through data-driven decisions.

OPR	Initiative	Key: ○ USN ● USMC	○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DC I&L	Enhance the Marine Corps' Enterprise Ground Equipment Management (EGEM) efforts to improve operational availability														





## 1.1.B » Restore inventory of weapons and ammunition to meet warfighting requirements

### Procurement, Maintenance and Distribution of Munitions



**PROBLEM:** Our shift towards peer competition requires a re-evaluation of the types and quantities of weapons and ammunition, as well as a determination of how and where they will be globally distributed to meet the challenges of the future security environment.

**SOLUTION:** The Navy and Marine Corps determined the weapons and ammunition required to source the NDS and are budgeting for those munitions and establishing policy for their global positioning. The Navy conducted a gap analysis and determined the number and types of weapons and associated munitions required to support air, surface, and subsurface combat missions.

OPR	Initiative	Key:	○ USN ● USMC	○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (RD&A)	Conduct cost/benefit analysis of upgrading Seal Beach to an Intermediate Level Maintenance Facility (ILMF) to increase support for re-certification of Standard Missile inventory				●											
ASN (RD&A)	Continue ramp-up of torpedo production activities necessary to meet Total Munitions Requirement. Conduct demonstration of the long-range MK 48 torpedo which improves lethality (developed by the OSD Strategic Capabilities Office)				●											
ASN (RD&A)	Expand analytical capabilities to better inform Strike Warfare investment decisions and determine optimized ship load-outs				●											→



Marines from Battery B, 1st Battalion, 10th Marine Regiment, Fire Base Burt, CA





## From the deckplate...

### Gears of Government Award to NAVSUP

During FY20, the DON's Category Management and the Fleet Logistics Center San Diego contracting teams were awarded the 2020 Gears of Government Award under the category of Council Awards by the Chief Acquisition Officer's Council. The award was presented to the NAVSUP Fleet Logistics Center San Diego (FLCSD) Navy Wireless Spiral 3 for their "innovative solution for wireless contracts that lead to an overhaul of wireless contracts across the Department of Defense and other government agencies."

## 1.2 Lay the Foundation for Future Readiness through Recapitalization, Innovation, and Modernization

### Why This Matters

Changes in the geo-political environment have led to increased global competition, characterized by a decline in the long-standing, rules-based international order. The resulting volatility and complexity will only increase in the future as potential adversaries demonstrate increasing speed and agility. This threatens our technological superiority and creates further challenges to maintaining our national security.



**1.2.A » Deliver platforms that possess greater combat power and longer reach in support of missions across all domains**



USS Comstock (LSD 45), Los Angeles Harbor





## 1.2.A » 4 Focus Areas 11 Initiatives\*

\*As of Oct 2020

### Acquisition Agility



**PROBLEM:** The acquisition process is often characterized as slow to respond. While current policy allows for the tailoring of acquisition processes to improve responsiveness, it has not been universally adopted.

**SOLUTION:** ASN (RD&A) has established policies, programs, and procedures to improve and expedite DON acquisition processes and is enabling prototyping enhancements to deliver future capabilities.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DC I&L	Expand analytical capabilities to better inform Strike Warfare investment decisions and determine optimized ship load-outs	○ USN ● USMC												
NCIS	Conduct cost/benefit analysis of upgrading Seal Beach to an Intermediate Level Maintenance Facility (ILMF) to increase support for re-certification of Standard Missile inventory	○ Secretariat ✓ Completed												
ASN (RD&A)	Continue ramp-up of torpedo production activities necessary to meet Total Munitions Requirement. Conduct demonstration of the long-range MK 48 torpedo which improves lethality (developed by the OSD Strategic Capabilities Office)													



Kenneth J. Braithwaite, Secretary of the Navy PACIFIC OCEAN during his visit to the amphibious assault ship USS Makin Island (LHD 8) in the eastern Pacific



## Acquisition Affordability



**PROBLEM:** Budgetary instability limits the ability to affordably acquire capabilities. Additionally, this uncertainty stifles the DON's ability to negotiate effectively, impedes auditability, and leads to long-term readiness issues.

**SOLUTION:** The DON has expanded its efforts to maximize efficiency and affordability by executing multiyear contracts and block buys. These efforts are further complemented by enhancing the competitive contracting environment, modernizing acquisition program delivery, and diversifying the industrial base through increased use of non-traditional suppliers.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (RD&A)	Support audit and incorporate relevant findings from external audit agencies to improve business efficiency					●				●				●
ASN (RD&A)	Execute existing multiyear contracts on cost/schedule and continue to identify opportunities for additional multiyear/block buy contracting strategies to drive affordability					●				●				●
ASN (RD&A)	Evolve new DON programs with confidence by awarding Virginia Class Block V Multi-year contract and the Frigate detail design and construction contract					●				●				●
ASN (RD&A)	Establish and maintain a credible competitive environment at the prime and sub contractor level													●
ASN (RD&A)	Modernize the force by delivering acquisition programs within program parameters													●

“ In the challenge of COVID, the Dept of the Navy acquisition and sustainment teams awarded over \$148B in new contracts [21.2% increase from FY19] while decreasing the number of contract actions by 11.3% from FY19, while simultaneously breaking all Small Business Award records. The teams ability to increase agility, increase ability, and increase efficiency will enable us to continue to improve our ability to support our Sailors and Marines with the capabilities they require to compete and win.

— James “Hondo” Geurts, Assistant Secretary of the Navy RD&A

”

## Acquisition Integrity



**PROBLEM:** The DON's technological and industrial acquisition integrity is undermined by product substitution, procurement fraud, and the contractors, subcontractors, and vendors who provide counterfeit parts to the Navy and Marine Corps. Substitute and counterfeit components fail at a higher rate than legitimate parts, causing operational degradation to critical weapons systems. As a result, these fraudulent parts jeopardize warfighter safety and threaten battlefield superiority.

**SOLUTION:** The DON continues to develop tactics, techniques, and procedures to identify product substitution and counterfeit parts prior to their entry into the Naval acquisition system. Additionally, the DON is expanding its Office of General Counsel (OGC) program to train the DON's acquisition workforce to deter, detect, and prevent acquisition fraud.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OGC	Develop virtual acquisition integrity training module to enhance DON personnel's ability to recognize and combat fraud									●				
OGC	Enhance and continue Acquisition Integrity Office program to train the acquisition workforce to deter, detect, and prevent fraud									●				●
OGC	Continue execution of engagement program with the top 100 contractors regarding the role of the Acquisition Integrity Office and the importance of ethical compliance									●				●



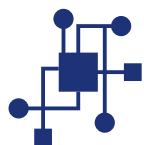


## 1.2.B » Deliver innovative technologies (e.g., weapons, sensors, force enablers) that provide greater combat power and longer reach in support of missions across all domains

### 1.2.B » 2 Focus Area 7 Initiatives\*

\*As of Oct 2020

#### New Technologies



**PROBLEM:** The DON's ability to retain a competitive technological advantage is threatened by an increasingly complex security environment defined by rapid technological change, threats from adversaries in every operating domain, and the rise of inter-state strategic competition.

**SOLUTION:** The DON is implementing processes and procedures to develop innovative and evolving technologies and will field them to the warfighter at the speed of relevance.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OGC	Continue to enhance and provide OGC data rights training to DON acquisition and program professionals regarding the process for ensuring adequate data rights in non-commercial source selections as well as the process for challenging restrictive markings	○ USN ● USMC												
OGC	Protecting DON rights in patents and trademarks, so that those rights are available to promote the national defense, and the image and reputation of the DON	○ Secretariat ✓ Completed												



Electromagnetic Railgun (EMRG), Naval Surface Warfare Center Dahlgren Division (NSWCDD)



USS Wasp (LHD 1), MV-22 Osprey, South China Sea

## Information Superiority – Innovate



**PROBLEM:** Antiquated and fractured networks are expensive, insufficient to meet mission needs, and prevent effective use of modern cloud and digital solutions. The DON is unable to easily replicate technology successes across organizations. Users and cyberdefenders are locked into obsolete identity and security mechanisms that prevent agility, ease-of-use, and in-depth information defense.

**SOLUTION:** Create unified, logical, and modern cloud-enabled infrastructure capable of seamlessly moving data by: modernizing networks and transport, delivering cloud services, and optimizing identity and access.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON CIO	Refine the Program of Actions and Milestones (POA&M) and develop Naval Governance for Deployment of Artificial Intelligence (AI) Capabilities that increase efficiency and lethality (Deploy AI Capabilities)	○ USN ● USMC ○ Secretariat ✓ Completed												
DON CIO	Migrate and deploy collaborative tools in the Commercial Virtual Remote temporary environment to a more permanent, inclusive solution (e.g. MS365) to support secure productivity across the enterprise in any environment (Realize a Digital Workplace)													





## Information Superiority – Innovate [cont'd]

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON CIO	Refine the Program of Actions and Milestones (POA&M) and develop Naval Governance for Deployment of Artificial Intelligence (AI) Capabilities that increase efficiency and lethality (Deploy AI Capabilities)													
DON CIO	Publish strategy for Consolidation of IT Portfolios (IT Infrastructure) to increase efficiencies while reducing redundancies or outdated technologies (Consolidate IT Portfolios)													
DON CIO	Establish 5G test beds, promote and accelerate the deployment of commercial 5G networks, and institutionalize DON-wide governance of 5G into DON enterprise IT and tactical environments (Leverage 5G Capabilities)													



## 1.2.C » Develop and implement a sustainable path to infrastructure modernization

### 1.2.C » 2 Focus Areas 19 Initiatives\*

\*As of Oct 2020

#### Shore and Base Infrastructure



**PROBLEM:** The DON's infrastructure condition, configuration, technical sufficiency, and capacity does not effectively or efficiently support current or future naval operations.

**SOLUTION:** The DON is executing its right-size, reset, and recapitalization strategy to restore and modernize its infrastructure.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (EI&E)	Address munitions of explosive concern (MEC) on Commonwealth of Northern Mariana Islands (CNMI) to mitigate construction cost and schedule impacts													
ASN (EI&E)	Execute a Nationwide Program Alternative with the Advisory Council on Historic Preservation for National Historic Preservation Act compliance for the Shipyard Infrastructure Optimization Program to streamline local project reviews with more predictable timelines and solutions for shipyard projects													
ASN (EI&E)	Improve the capability and capacity of DON ordnance magazines at each ordnance installation to meet the Global Requirements Based Load Plan													



## Shore and Base Infrastructure (cont'd)

OPR	Initiative	Key:	○ USN ● USMC	○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (EI&E)	Support Defense Policy Readiness Initiative (DPRI) and Indo-Pacific readiness through execution of Joint Region Marianas Portion of DPRI															
ASN (EI&E)	Improve capability and capacity of DON organic industrial base infrastructure to improve depot throughput, reduce operating costs, and support future force structure															
ASN (EI&E)	Improve installation resilience in order to sustain DON's mission assurance posture															
ASN (EI&E)	Sustain and improve DON's training, testing, development and operating capabilities and platforms from loss of effectiveness impacting readiness															
ASN (EI&E)	Apply the full range of authorities to business operations and infrastructure investments at Marine Corps and Navy installations to reduce operating costs and pursue new opportunities for the delivery of facilities and services															
ASN (EI&E)	Improve infrastructure project delivery across the installations portfolio in order to recover force generation, projection, and sustainment capabilities															
DC I&L	Divest 11.5M sq. ft. of facilities															

“ Limited MILCON funding made us think of creative means to accomplish our mission. Ships and aircraft deploy from an installation and repair takes place at an installation. We are using “Enhanced Use Leases, Land Exchanges and Other People's Money” to leverage our assets. This concept provided military housing, newly constructed buildings and back up utilities for base resiliency.

– Charles Williams, Assistant Secretary of the Navy EI&E

”



U.S. Naval Base Guam





## Operational, Test, and Training Range Effectiveness



**OPR**

**Initiative**

**Key:**

○ USN

● USMC

○ Secretariat

✓ Completed

**FY 2021**

Q1

Q2

Q3

Q4

**FY 2022**

Q1

Q2

Q3

Q4

**FY 2023**

Q1

Q2

Q3

Q4

ASN (EI&E)	Through the Recovery and Sustainment Partnership initiative with US Fish & Wildlife Service, secure regulatory rulemaking for Endangered Species Act delisting of at least one listed species to remove environmental encumbrances on Marine Corps and Navy installations	●																
ASN (EI&E)	Complete required actions necessary to secure or expand DON real estate holdings to enable force generation requirements at key aviation (El Centro, Fallon, BMGR) and ground-based training ranges/complexes	●																
ASN (EI&E)	Sign National Environmental Policy Act Records of Decision for Fallon Range Training Complex Expansion, Northwest Training and Testing, and Mariana Island Training and Testing to triple the size of the Fallon Range and conduct at-sea readiness activities in over 1 million square nautical miles	●																
ASN (EI&E)	Project future range requirements, accounting for future weapon capabilities and operational tactics, techniques, procedures, and concepts of operation	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><d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## From the deckplate...

### Jupiter Achieves Initial Operating Capacity

Jupiter, the DON Enterprise Data Environment, achieved initial operating capability providing the Secretariat, Navy, and Marine Corps with a secure, state of practice data management and analytics environment capable of ingesting, storing, processing, and exploiting Naval data across all echelons. This is a critical leap forward for making data a strategic Naval asset directly contributing to readiness, force planning, and warfighting. The release of Jupiter also represents a watershed moment of collaboration between the DON and OSD, as the Jupiter platform is based on the Advana analytics platform.

## 1.3 Enhance IT and Cybersecurity Capabilities

### Why This Matters

The development of an entirely new approach to how we acquire, use, and protect information technology (IT) is critical to our increased agility in business operations. Due to disparate requirements, priorities, and budgets over the years, we have often purchased separate IT systems that do not communicate with one another at both the network and system levels. Leadership in IT requires great foresight in scanning the technological landscape for solutions that will hold long-term relevance. Adaptive management in scaling our IT systems and aligning their architecture with new end-to-end processes will result in outcomes that serve the needs of Sailors and Marines in the fleet and field enabling them to focus completely on their mission.

### » 1.3.A » Optimize DON's information infrastructure (e.g., networks, transport, end-user hardware, spectrum, etc.)



Fleet Operations Center, U.S. Fleet Cyber Comm Fand/U.S. 10th Fleet (FCC/C10F), Ft. Meade, MD





## 1.3.A » 4 Focus Areas 16 Initiatives\*

\*As of Oct 2020

### Data Centers and Cloud Services



**PROBLEM:** Existing DON data centers are geographically disparate and not optimized for efficient and effective operation. Additionally, the DON has not implemented the changes required to transition to an architecture that will support cloud-based services across the enterprise.

**SOLUTION:** The DON is developing and implementing plans and procedures for data center optimization and accelerating its transition to secure cloud services to create an efficient and effective computing environment.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OPNAV (N2/N6)	Update Navy "Cloud First" strategy/policy to accelerate transition to cloud services		●											
DON CIO	Update DON cloud policy and develop cloud implementation plan		●											
DC I	Modernize IT by leveraging the Federal "Cloud Smart" Strategy to improve return on investments, enhance security, and provide higher quality services		—●											

### Enterprise Networks



**PROBLEM:** Our ashore networks are constantly exposed to the threat of over saturation due to an exponentially growing user base, aging IT infrastructure, and inefficient software installations.

**SOLUTION:** The DON is modernizing its shore IT infrastructure standards to reflect best practices identified by industrial and commercial partners.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON CIO	Develop a Navy implementation plan, in coordination with DoD CIO, that supports DoD CIO IPv6 strategy		●											
DON CIO	Develop Marine Corps implementation plan, in coordination with DoD CIO, that supports DoD CIO IPv6 strategy		●											
DON CIO	Establish Innovation Service Centers Around Emerging Technologies		●											
DC I	Establish Enterprise IT Service Provider(s)		—●											
DON CIO	Implement Industry Cutting-Edge Electronic Collaboration and Productivity Services Across the Communications Spectrum		—●											
OPNAV (N2/N6)	Implement Multi-Protocol Label Switching (MPLS) at multiple Navy sites to increase network performance and prepare for future modernization efforts		—●											



## Spectrum Dependent Systems (SDS)



**PROBLEM:** The Electromagnetic Spectrum (EMS) has become congested and contested by both hostile actors and peaceful civil use. The DON is increasingly challenged to ensure that sufficient spectrum is available for spectrum-dependent systems (SDS) to train, operate, and fight successfully.

**SOLUTION:** The DON is developing and fielding SDS that are more agile, efficient, and resilient to meet mission requirements and accommodate increasing sharing initiatives such as 5G and beyond.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON CIO	Develop and promulgate DON Spectrum Supportability Risk Assessment guidance	○ USN ● USMC	●											
DON CIO	Establish guidance for non-mission-critical unlicensed devices, e.g., WiFi, Bluetooth, or other wireless technologies available for general public operation	○ USN ● USMC	●											
DON CIO	Establish guidance and define DON roles and responsibilities to improve Navy and Marine Corps awareness, implementation, and execution of spectrum reallocation and relocation policies and requirements	○ USN ● USMC	●											
DON CIO	Establish DON Electromagnetic Spectrum Workforce policy to align with Electromagnetic Battlespace, Frequency Management, and Spectrum Supportability policy, integrating artificial intelligence	○ USN ● USMC	●											



Marine Corps Mountain Warfare Training Center, Bridgeport, CA





## Information Superiority – Modernize



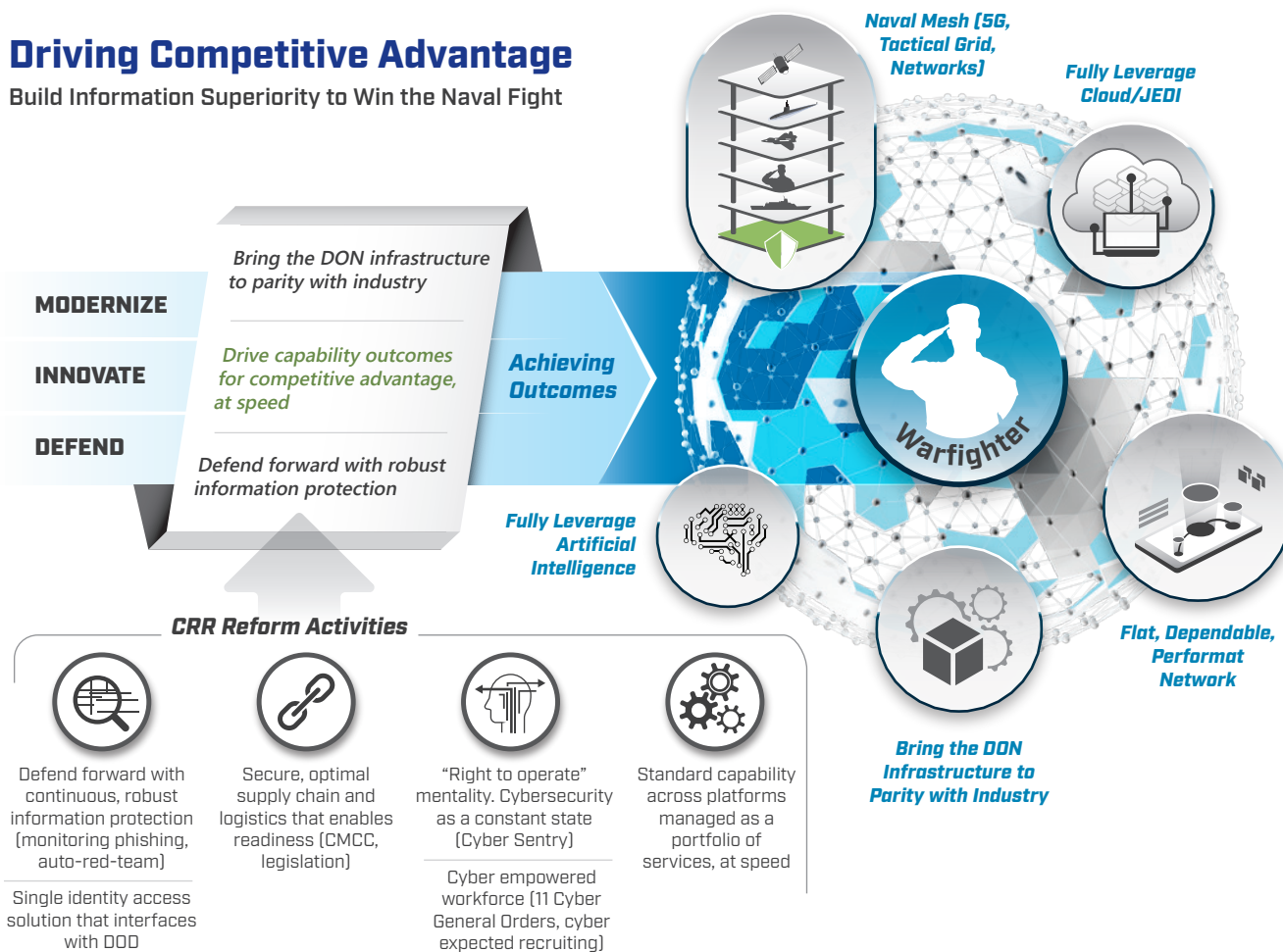
**PROBLEM:** An inability to innovate at the speed of relevance across the network and allow new operational capability to be rapidly built, integrated, accredited, and deployed.

**SOLUTION:** Leverage emerging technologies that deliver capabilities that will transform our networks into a cutting-edge Information Age warfighting platform and allow for the rapid and safe adoption of new technologies.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON CIO	Revise outdated DON Cloud Policy by aligning to DOD guidance and addressing technology, procurement, cloud operations, and cyber defense (Deliver Cloud Services)	○ USN ● USMC	●											
DON CIO	Review and assess Naval IT Infrastructure Portfolio and recommend changes in near-term and POM-23 (Modernize Networks & Transport)	○ Secretariat ● Completed			●									
DON CIO	Issue Naval Identity Services Transition Plan to establish roadmap for adoption of enterprise approach to digital identity (Optimize Identity and Access)				●									

## Driving Competitive Advantage

Build Information Superiority to Win the Naval Fight





## 1.3.B » Increase DON's ability to deter, detect, defeat, and recover from cyber-attacks

### 1.3.B » 2 Focus Area 11 Initiatives\*

\*As of Oct 2020

#### Cybersecurity Readiness



**PROBLEM:** Our complex, interconnected, global networks are critical to operational success and provide us with tremendous military advantage. However, that reliance also makes us a target for disruptive and damaging attacks. Attacks on our networks are not new but attempts to steal critical information are increasing in severity and sophistication. We must act decisively to fully understand both the nature of these attacks and how to prevent further loss of vital military information.

**SOLUTION:** The DON is enhancing our cybersecurity posture and processes to ensure optimization, alignment of authority, and accountability and responsibility in the cyber domain that incorporates best practices from both government and industry.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON CIO	Develop Cyber General Orders for publication	○ USN ● USMC	●											
NCIS	Provide a shared understanding of cyber capabilities across the Military Department Counterintelligence Organization and mission partners to deliver a whole of government unified depiction of technical and cyber collection efforts across the Department of Defense Information Network and Defense Industrial Base	○ Secretariat ● Completed	●											
DON CIO	Implement Risk Management Framework across the DON		●											
DON CIO	Establish Identity, Credentialing, and Access Management (ICAM) governance and roadmap									●				
ASN (EI&E)	Improve DON mission assurance posture of operational technology (facility related control systems) by completing an inventory of systems and implementing plans, processes, and tools in order to identify, track, respond to, and mitigate vulnerabilities													→



Los Angeles-class fast-attack submarine USS Hartford (SSN 768) (center), Arctic Circle





## Information Superiority – Defend



**PROBLEM:** Because the DON networks remain a high priority target for disruption and attacks, continuous evolution of defensive capabilities remains a critical challenge.

**SOLUTION:** Continuously integrate defensive measures into processes and technologies to develop our network into a warfighting platform with robust workforce defense.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON CIO	Develop a POA&M for the establishment of a common, data-informed cyber risk readiness dashboard that SECNAV and DON senior leaders use to improve decision making (Measure Cyber Risk)	○ USN ● USMC												
DON CIO	Revise and publish updated DON CIO guidance for Cybersecurity Strategy (CSS) reviews in support of the DON acquisition program (Secure DIB & Support Acquisition)	○ Secretariat ● Completed												
DON CIO	Deploy an Autonomous Network Defense Program Pilot at Naval Postgraduate School to support the DoD CIO Digital Modernization Strategy (Drive Active Monitoring)													
DON CIO	Communicate Cyber Sentry Concept through instilling the discipline of “every Sailor, Marine, and civilian is a cyberspace sentry” which will increase Cyber Security accountability and agility (Promote Cybersecurity Culture)													
DON CIO	Establish formal processes to improve information sharing of threat data and cybersecurity best practices among Defense Innovation Board (Secure DIB & Support Acquisition)													
DON CIO	Leverage Navy Higher Education to develop the “Cyber General Orders” to identify specific threat-recognition and mitigation actions to secure operational readiness at the enterprise (Promote Cybersecurity Culture)													



Charlie Company, 1st Battalion 5th Marines, 31st Marine Expeditionary Unit, Okinawa, Japan



## From the deckplate...

### Mitigate Risks to DON Operations by Modernizing Digital Forensic and Advanced Cyber Tools

After analyzing existing tools, NCIS Cyber developed three new features for All-Source Look Into Cyber Events (ALICE) to fill identified capabilities gaps. Additionally, 68 new organizations, with more than 500 new users, began using ALICE and monthly queries have increased by more than 450%, from 1498 to 7183.

## 1.4 Ensure the Best Intelligence, Counterintelligence, and Security Support for DoD Operations

### Why This Matters

In this new era of great power competition, the United States faces adversaries with similar military and strategic capabilities, rogue regimes focused on regional destabilization, and empowered fringe groups and non-state actors seeking mass disruption. Adversaries are rapidly collecting increasing amounts of information on the United States and its military through successful cyber-attacks, exploitation of social media, and other third party sources. Counterintelligence and security support are essential to combatting those activities. The safety of the nation depends on constant efforts to continually fight for an intelligence edge.

» **1.4.A » Deliver timely and relevant intelligence, counterintelligence, and security support to Sailors and Marines to provide a decisive and dominant advantage**



USS Bataan (LHD 5), US 5th Fleet Area of Operations

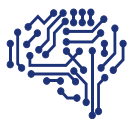




## 1.4.A » 3 Focus Areas 10 Initiatives\*

\*As of Oct 2020

### Intelligence



**PROBLEM:** Great power competition demands an enhanced approach to intelligence and the DON must improve its analytic processes and technology to better recognize threat indicators in today's global security environment.

**SOLUTION:** The DON is establishing policies and operational support teams that will enable a proactive approach to identify threats and risks.

OPR	Initiative	Key:	○ USN ● USMC	○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OPNAV (N9)	Refresh the DON's biometric identification capability within the fleet															

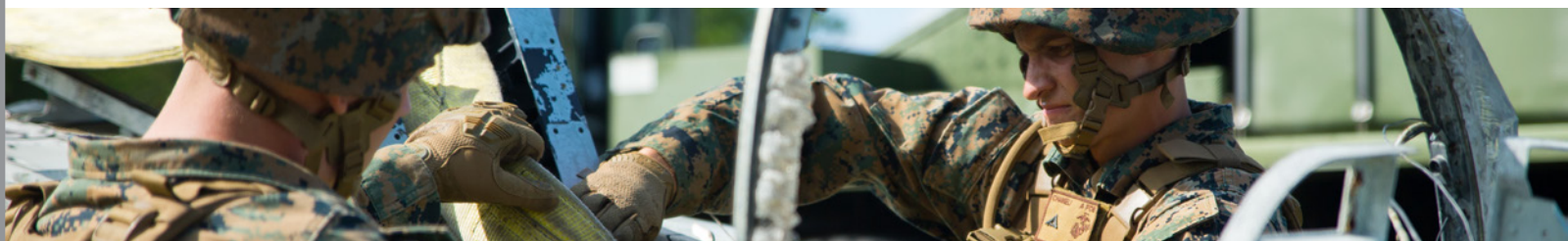
### Counterintelligence and Security



**PROBLEM:** The DON's counterintelligence efforts are largely reactive in nature.

**SOLUTION:** The DON is implementing policies and procedures while establishing dedicated counterintelligence support teams to proactively combat threats from domestic and foreign adversaries.

OPR	Initiative	Key:	○ USN ● USMC	○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DUSN	Promulgate a DON counterintelligence plan															
NCIS	Generate increased NCIS actions that disrupt and deny growing threats attempting to penetrate critical DON programs; compromise the integrity of the DON acquisition program; and threaten the security of naval forces—by leveraging an expanded Master-at-Arms program															
NCIS	Establish a DON Technical Surveillance Countermeasures (TSCM) Program Coordinator to improve the existing capabilities of all DON TSCM Programs through more efficient resourcing, incorporation of emerging technologies, and greater integration across all appropriate DON Counterintelligence (CI) activities and programs															
DUSN	Expand capability of DON Insider Threat Hub to Full Operational Capacity (FOC)															



U.S. Marine Corps, Marine Corps Outlying Field (MCOFL) Atlantic, North Carolina



## Criminal Investigations and Operations



**PROBLEM:** Accelerated advancements in technology has dramatically exposed vulnerabilities that are increasingly exploited by criminal actors who utilize complex and sophisticated methods to undermine DON readiness and modernization efforts.

**SOLUTION:** Accelerated advancements in technology have exposed vulnerabilities frequently exploited by rogue actors who through complex and sophisticated methods endeavor to undermine DON readiness and modernization efforts.

OPR	Initiative	Key:	○ USN ● USMC	○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NCIS	Execute targeting plan to identify contractors, subcontractors, and vendors that engage in illegal product substitution and import counterfeit products and parts															
NCIS	Virtual Operations Center (VOC) – Operate a cyber-based operational counterintelligence platform to provide direct support to NDS/DON LOEs by protecting critical naval technologies and programs; conducting operations in the cyber domain; and protecting the DON's technological and warfighting advantage															
NCIS	Transcend geographical and functional boundaries in the protection of select DON critical technology, by coordinating and integrating the multitude of unique capabilities within the Cyber, NSD, CRIM, and MTAC disciplines															
NCIS	Develop, procure, and expand the use of modern digital forensic and advanced cyber tools to generate more investigations/ operations; increase the probability of discovery; and mitigate risks to critical DON activities from complex criminal threat vectors															
DUSN	Implement an innovative program that integrates multiple functional and cross domain capabilities to provide a decided operational advantage to tactical elements responding to force protection incidents															



USS Normandy (CG 60), Atlantic Ocean





## *From the deckplate...*

### **Marines Improve Deploy to Dwell Timeframe**

The Deploy to Dwell (D2D) ratio between the mobilization period and dwell is calculated as follows: 6 months of operational deployment followed by 24 months dwell yields a mobilization-to-dwell ratio of 1 to 4. Optimally, Marines should maintain a D2D of 1:2 or greater. From September 2016 to September 2020, the Marine Corps has maintained less than 1 percent in a D2D ratio of 1:1.

## **1.5 Implement Initiatives to Recruit and Retain the Best Total Force to Bolster Capabilities and Readiness**

### **Why This Matters**

Future military operations will take place in complex and uncertain operational environments. The entire DON workforce – not just the warfighter – needs to be capable of quickly integrating new capabilities, adapting and adjusting warfighting approaches, and making decisions by utilizing the best information available. Development of those capabilities requires that the Department provide the workforce with the necessary tools and training. Further, the DON must create an environment where learning is a continuous process, and knowledge is shared across the organization. The DON must also develop agile and efficient processes to identify evolving workforce skill requirements and workforce mix strategies.



***1.5.A » Produce a highly skilled workforce (Sailors, Marines, and civilians) shaped for today and prepared for tomorrow's needs***



*Platoon 4036, Oscar Company, 4th Recruit Training Battalion, Parris Island, S.C.*



## 1.5.A » 4 Focus Areas 30 Initiatives\*

\*As of Oct 2020

### Military Personnel



**PROBLEM:** Our legacy operating model, which was designed before most of our Sailors and Marines were born, causes administrative disconnects and training disruptions that leave the Fleet and Marine Operating Force inadequately trained.

**SOLUTION:** The Department is modernizing the Navy's human resources systems. It is focused on effectively recruiting, developing and managing the force of tomorrow, transforming how human resources — personnel, pay, and training — services are offered throughout a service member's entire career by delivering services to Sailors and Marines and their families with increasing speed and accuracy, and improving readiness.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OPNAV (N1/CNP)	Establish a cloud based environment to deliver, track and assess modernized training content that accommodates DoD Controlled Unclassified Information (CUI) (e.g., FOUO)	○ USN ● USMC	●											
OPNAV (N1/CNP)	Implement the Culture of Learning (individual and team development through Warrior toughness, Deliberately Developmental Learning Organization (DDLO), & character development) in the Learning Continuum	○ USN ● USMC	●											
OPNAV (N1/CNP)	Deliver an improved PCS move experience including mobile tools, decreased financial burden and HHG schedule support	○ USN ● USMC	●											
ASN (M&RA)	Determine operational requirements and transform personnel incentives to recruit and retain critical wartime medical specialties in the active and reserve components	○ USN ● USMC	●											
OPNAV (N1/CNP)	Deliver modernized accession level training content for the next 16 Navy enlisted ratings through the Ready Relevant Learning fielding and delivery process, ensuring every Sailor receives the appropriate level of training at the real world point of need	○ USN ● USMC	—	—	—	—								
OPNAV (N1/CNP)	Implement MyNavy HR's adoption of Artificial Intelligence and Machine Learning by aggressively leveraging automation, machine learning, and cognitive models in the areas of training support, decision support, and robotic process automation	○ USN ● USMC	—	—	—	—	—							
OPNAV (N1/CNP)	Support Fleet rollout of a Navy-Wide Culture of Excellence to achieve warfighting lethality by fostering mental, physical, and emotional toughness; developing organizational trust and transparency; and promoting connectedness between every Sailor, Family Member and Civilian employee	○ USN ● USMC	—	—	—	—	—	—	—	—				
ASN (M&RA)	Review elements of military compensation, to include bonuses and allowances, to accomplish more efficient administration and use of funding	○ USN ● USMC	—	—	—	—	—	—	—	—	—			





## Military Personnel (cont'd)

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (M&RA)	Include reserve components when determining operational requirements in the medical Total Force Structure in order to maximize efficiencies	○ USN ● USMC												
ASN (M&RA)	Conduct naval review of Joint Professional Military Education	○ Secretariat ✓ Completed												
DC M&RA	Continue design, development, and deployment of Marine Corps Human Resource Management System modernization effort; move applications to the cloud and refactor/reprogram applications to make them mobile friendly													
DC M&RA	Modernize Marine Corps Manpower organizations, processes, and systems to achieve the human resources demands of the Commandant's Planning Guidance and 2030 Force Design. Produce Marine Corps Manpower Modernization Plan which balances enterprise risk across M&RA's Manpower Modernization priorities													



USS Paul Hamilton (DDG 60), Strait of Hormuz



## Civilian Personnel



**PROBLEM:** The DON Human Capital Strategy lags behind in performance. The DON faces lengthy time-to-hire, lack of accurate and timely data, and no long-term planning for future bench of talent.

**SOLUTION:** The DON is creating and implementing workforce solutions focused on acquiring, developing, and retaining the right talent in a timely fashion to meet the Department's rapidly changing missions.

OPR	Initiative	Key:	○ USN ● USMC	○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (M&RA)	Continue collaborative efforts to improve civilian time to hire by meeting and sustaining 80-days or less (OPM government standard) quarterly		●													
ASN (M&RA)	Provide leadership and engage with DoD in executing 100% of the Defense Civilian Human Resources Management System (DCHRMS) SaaS/Cloud required implementation activities to ensure minimum disruption to the processing of DON civilian human resource transitions and hiring at migration															
ASN (M&RA)	Modernize the DON's HR IT systems by leveraging automation and artificial intelligence for recruiting and candidate selection; automating requests for personnel actions (RPAs) and applying predictive analytics to develop a DON civilian requirements-driven dashboard															
ASN (M&RA)	Improve One Team One Fight Civilian Sexual Assault Prevention and Response training products to heighten program awareness and knowledge about support services, supervisor skill-building, and to reduce stigma associated with sexual assault reporting															
ASN (M&RA)	Reduce the percentage of external actions filled with a Delegated Examining authority through the utilization of Direct Hire Authority															
ASN (M&RA)	Consolidate the Equal Employment Opportunity (EEO) function with a focus on increased operational efficiency, and compliance with timelines and legal obligations															

“ Our success as a Department is inextricably linked with an agile and integrated civilian workforce equipped with the right talent to support a rapidly changing mission, safeguarding our Nation's defense and outpacing our adversaries now and in the years ahead. ”

— Catherine Kessmeier, Assistant Secretary of the Navy M&RA (PTDO)





## Total Force



**PROBLEM:** There are two critical issues that span the DON workforce: ethics and safety. Engagement in unethical or illegal behavior has degraded the organization. In addition, the DON continues to experience non-combat related injuries, fatalities, and mishaps that undermine the DON's ability to execute mission-critical tasking, even when Sailors and Marines are successfully trained.

**SOLUTION:** The DON is providing detailed guidance, procedures, and training that reinforce ethical standards for Sailors, Marines, and civilians and create a workforce that is aware of and avoids ethical pitfalls. The DON is also focusing on safety education, tracking, and oversight to reduce both mishaps and non-combat fatalities.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (EI&E)	Enhance the Safety Culture through aggressive Safety Management System implementation	○ USN ● USMC				●								
ASN (EI&E)	Develop the Safety Program Element for improved safety financial accountability	○ USN ● USMC				●								
ASN (M&RA)	Recruit, access, and retain a diverse workforce that reflects all segments of society	○ USN ● USMC				●								
ASN (M&RA)	Continue the DON Standing Watch initiative, a professional development webinar series that leverages partnerships with world-renowned industry, academic, and government subject matter experts to enhance knowledge, skill-building, and resiliency tools for Sexual Assault Response Coordinators, Victim Advocates, and related first responder populations	○ USN ● USMC				●								
ASN (M&RA)	Develop training standards for diversity and inclusion curriculum that encourages innovation and collaboration while enhancing developmental opportunities	○ USN ● USMC				●								
ASN (M&RA)	Continue transformation and integration effort for the Board for Corrections of Naval Records (BCNR) application and boarding process through full implementation of a fully integrated case tracking system that provides 100% transparency and systematic actions to enable compliance with congressionally mandated timelines	○ USN ● USMC								●				
OGC	Develop and institute a DON OGC ethics assist visit program to provide assistance and advice for local command ethics programs	○ USN ● USMC								●				
OGC	Provide ethics updates, advice, and training opportunities to all DON employees on a continuous basis. Develop new annual ethics training every fiscal year to ensure training is tailored to specific missteps identified during previously held training cycle(s).	○ USN ● USMC												→
ASN (EI&E)	Lead initiatives to improve mishap and near-miss reporting, leverage data analytics to generate leading indicators, roll-out the Secretary's Safety Awareness campaign, and strengthen safety training programs	○ USN ● USMC												→



## Information Superiority – Workforce



**PROBLEM:** The DON faces challenges recruiting, developing, retaining, and employing an effective digital information workforce.

**SOLUTION:** Ensuring that the Navy and Marine Corps are ready to engage kinetically or non-kinetically anytime and anywhere by recruiting, growing, and retaining a modern digital-age workforce capable of expertly operating, maintaining, and defending our networks and tactical systems. Protecting our systems and our secrets from adversaries by instilling good cyber hygiene as a core capability of every member of the Department of the Navy Workforce. Fostering an innovative workforce to position the Department of the Navy at the forefront of new fields and technologies.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON CIO	Publish General orders of cyber sentry to lay the foundation and define the set of rules and guidelines to follow when engaging cyber threats (Promote Cyber Literacy)	○ USN ● USMC												
DON CIO	Respond to National Defense Authorization Act for Fiscal Year 2020 (sections 1652 and 1653). (Manage Digital Workforce Talent)	○ USN ● USMC												
DON CIO	Complete review and update of the Cyberspace Workforce Management Directive, Instruction, and Manual (DoD 8140 series). (Develop Cyber Workforce Strategy, Policy & Plans)	○ USN ● USMC												



Marine School of Infantry students arrive at Camp Pendleton, California





## NDS Line of Effort 2: Strengthen Our Alliances and Attract New Partners

“

Mutually beneficial alliances and partnerships are crucial to our strategy, providing a durable, asymmetric strategic advantage that no competitor or rival can match. This approach has served the United States well, in peace and war, for the past 75 years...Every day, our allies and partners join us in defending freedom, deterring war, and maintaining the rules which underwrite a free and open international order.

”

### — National Defense Strategy

Strengthening alliances and partnerships is vital to U.S. national security and represents one of the core missions of the DON. To quote Secretary of Defense Mark Esper, allies and partners “...remain the enduring asymmetric advantage we have over near-peer rivals.” When advancing our national interests, U.S. naval forces normally operate far from American shores, while leveraging a constellation of alliances and partnerships to implement our National Defense Strategy.

The interconnected nature of our national security interests underscores the importance of nurturing and strengthening strategic relationships and reinforcing our traditional alliances and partnerships. This entails working with our allies and partners to:

- Facilitate interoperability with U.S. naval forces;
- Provide U.S. naval forces access to key naval capabilities and technologies;
- Plan security cooperation events, personnel exchanges, and quality professional military education and training; and
- Conduct staff talks and key leader engagements to advance vital relationships.

Our security cooperation initiatives are designed to build and develop allied and friendly security capabilities for self-defense and multinational operations. These initiatives contribute to building critical trust and yielding overseas access for the Navy and Marine Corps team during peacetime or contingency operations. Although currently successful, the DON's efforts cannot become stagnant. Rapidly changing international power dynamics, shaped by changing financial flows and technological disruptions, demand that we continuously assess our policies and international arrangements and measure the results we expect from our cooperative efforts.

*USS Essex (LHD 2), Pacific Ocean*





## From the deckplate...

### U.S. and its Allies Train Together

Over the past four years, the Marine Corps executed 999 operations, 54 amphibious operations, 585 theater security cooperation events, and participated in 305 exercises with our allies and partners. Last year, the Marine Corps conducted crisis response to protect the US embassy and American diplomatic personnel in Baghdad, Iraq. Over a period of 8 months, they provided scalable, task organized security reinforcements to the embassy during times of crisis and heightened regional tensions.

## 2.1 Reform the Security Cooperation Enterprise

### Why This Matters

The United States is a maritime nation, bounded by two oceans and bordering a third. The Nation is connected to the rest of the world by the global commons of the sea and relies upon our naval services to protect them. Our allies and partners on distant shores, as well as those nearby, greatly enable and enhance America's economic and security future. Therefore, strengthening those alliances and partnerships is vital to U.S. national security, continued prosperity, and our way of life.



### **2.1.A » Implement a more strategic, coordinated approach to security cooperation**



Maritime Raid Force (MRF) ride MV-22B Osprey, 5th Fleet Area of Operations





## 2.1.A » 2 Focus Areas 4 Initiatives\*

\*As of Oct 2020

### Allies and Partners Synchronization



**PROBLEM:** Security cooperation activities are currently program and organization-specific with minimal synchronization across the Department; this wastes resources and risks sending inconsistent messages to our allies and partners.

**SOLUTION:** The Deputy Under Secretary of the Navy (DUSN) is developing DON policies to clarify priorities, leverage authorities, and sharpen tools to optimize naval security cooperation efforts globally in accordance with the National Defense Strategy.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DUSN	Develop a DON Security Cooperation Strategy focusing on synchronizing and optimizing naval security cooperation plans and efforts		■	■	■									
ASN (RD&A)	Implement Navy International Programs Office (NIPO) Strategic Guidance		■	■	■	■	■	■	■	■	■	■	■	■

### Security Cooperation



**PROBLEM:** The DON lacks appropriate mechanisms to monitor and evaluate security cooperation initiatives and to ensure that the outcomes of these initiatives support both the DON's priorities and the National Defense Strategy.

**SOLUTION:** The DUSN is establishing a process to continuously evaluate and validate the Department's security cooperation efforts across the Secretariat and Services in order to ensure that efforts are consistent with the National Defense Strategy and that security cooperation reforms are being fully implemented.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DUSN	Reform the DON Security Cooperation Workforce through implementation of new professional education standards and career milestones		■	■	■									
NCIS	Establish the 'Expeditionary Forces Engagement' Program to provide naval forces the secure access and ability to confidently operate across the global maritime in order to maintain regional stability, deter conflict, and respond to crisis		■	■	■	■	■	■	■	■				



Aviation ordnance aboard the Nimitz-class aircraft carrier USS Harry S. Truman (CVN 75), North Sea



USS Harry S. Truman (CVN 75), USS Abe Lincoln (CVN 72), and USS Gerald Ford (CVN 78) Norfolk, VA





## NDS Line of Effort 3: Reform the Department's Business Practices for Greater Performance and Affordability

“

We must transition to a culture of performance where results and accountability matter. We will put in place a management system where leadership can harness opportunities and ensure effective stewardship of taxpayer resources. We have a responsibility to gain full value from every taxpayer dollar spent on defense, thereby earning the trust of Congress and the American people.

### — National Defense Strategy

”

Building the naval forces to address emerging challenges requires a critical, self-assessment in every supporting function across the Department. For example, incorporating best practice management methods and uses of technology ultimately improve visibility and accountability in DON mission areas. This will inform better data and risk-based decision making – emphasizing agility over bureaucracy. The key is implementing business reforms that yield significant savings, as well as more incremental ones, in order to free up capital to fund our large capital requirements.

The DON realigns incentive and reporting structures to increase speed of delivery, enables design tradeoffs in the requirements process, expands the role of warfighters and intelligence analysis throughout the acquisitions process, and utilizes non-traditional suppliers. Prior to defining requirements and using commercial-off-the-shelf systems, the DON utilizes prototyping and experimentation. Creating a culture of agility, accountability, and continuous learning allows us to accomplish our business reform objectives. In doing so, we build a flatter and faster organization in which data is verified, processes are clear and understood, and business controls lead to informed decisions.



*T-45C Goshawk training aircraft, Naval Air Station Kingsville, Texas*



## *From the deckplate...*

### **Streamline NCIS Response to Criminal History and Brady Bill Inquiries**

NCIS analyzed its existing business processes and streamlined the agency's approach to criminal records and Brady Bill inquiries. As of July 2020, NCIS met or exceeded its goals. In most instances, NCIS was able to respond to inquiries the same day as receipt, improving average response times 52% across all categories. The agency's new "one and done" approach to responding to these inquiries substantially improved NCIS response to NAVPERSCOM inquiries, while benefitting law enforcement partners and helping counter crime.

### **Maximizing Opportunities for Small Businesses**

The DON exceeded its overall annual goal for the percentage of contracts awarded to small businesses (16.46% achieved vs 15.61% goal). This resulted in the total value of contracts awarded to small business primes increasing by \$1.92B from just two years ago to over \$17.3B for Fiscal Year 2020. Goals were exceeded in all small business sub-categories including Small Disadvantaged (6.02% achieved vs 5% goal), Women Owned Small Business (2.69% achieved vs 2.20% goal), Service Disabled Veteran Owned (2.35% achieved vs 1.90% goal), and HUBZone (1.60% achieved vs 0.90% goal).

## **3.1 Improve and Strengthen Business Operations Through a Move to DoD-Enterprise or Shared Services; Reduce Administrative and Regulatory Burden**

### **Why This Matters**

The DON's business functions are inextricably linked to warfighting capability and readiness. Strengthening our business operations better serves the Sailors, Marines, and civilians who need spare parts, ammunition, fuel, and supplies at the right time and place to accomplish their mission. Innovative business reform delivers greater organizational agility and frees up resources to reinvest in greater lethality.



### ***3.1.A » Increase the use of data analytics and artificial intelligence in DON-wide decision making***



*Ruggedized Deployable Satellite Access Terminal (RDSAT),  
Naval Station Rota, Spain*





## 3.1.A » 3 Focus Areas 16 Initiatives\*

\*As of Oct 2020

### Enterprise Data Quality, Standards, Integration, and Investment



**PROBLEM:** The Department lacks an enterprise framework for integrating data and analytics with process and mission performance outcomes, as well as information system portfolios and services roadmaps. This challenges the DON's ability to deliver insights to support agile decision making.

**SOLUTION:** The DON is supporting the development of the DoD Data Strategy and will create a DON implementation plan that focuses on governance, workforce, readiness, and tools/technology.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON CIO	Establish standardized specifications for strategic information exchanges		●											
ASN (EI&E)	Improve reporting of near miss, hazard, and mishap in the Risk Management Information system and increase data analytic efforts													

### Improve Decision Making



**PROBLEM:** The future strategic use of data and information will shape the ongoing great power competition as outlined in the 2018 National Defense Strategy.

**SOLUTION:** The DON is incorporating and leveraging Artificial Intelligence, Machine Learning and increasing data transparency to more rapidly scan, synthesize and precisely analyze information to aid decision makers.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DC CD&I	Enhance Marine Corps strategic management decision support capabilities													
OGC	Collect data on DON litigation cases in the acquisition, environmental, and civilian personnel law practice areas via the Litigation Case Tracking and Management system for working groups to analyze trends to inform recommendations on new processes, policies, regulations and/or legislative initiatives to the General Counsel													
ASN (RD&A)	Continue to increase the use of artificial intelligence, machine learning, and data transparency													



“ The Department of the Navy Information Superiority Vision establishes a North Star by which the Navy and Marine Corps can navigate independent paths towards a more performant, cloud-enabled, and defendable naval enterprise network where data and information flow seamlessly from anywhere, to anywhere. ”

— Aaron Weis, Chief Information Officer

## Information Superiority – Data



**PROBLEM:** Improperly managed and unprotected data, reduces mission effectiveness and readiness, and increases costs. Low quality data lacking clear pedigree and confidence undermines decision-making credibility, directly contributes to inefficiencies, confusion, misdirection, and creates a digital “fog of war” throughout the enterprise.

**SOLUTION:** To increase readiness, optimize warfighting, and achieve information superiority, the DON must fundamentally revolutionize its approach, management, and its organizational culture to treat data as a strategic asset and essential components of the operational warfighting and business environment. The DON will create a unified vision around data management by establishing a standards-based, common data operating environment throughout the warfighting and business enterprises and govern the data environment as a single entity.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON CIO	Identify data needs to answer priority questions supporting warfighting, business, and readiness mission threats		●											
DON CIO	Establish SIPR instance of the DON Enterprise Data Environment (Enable Visibility & Availability)		●											
DON CIO	Establish DON data maturity model and metrics framework (Enable Visibility & Availability)		●											
DON CIO	Develop DON metadata management strategy addressing definition and lineage of strategic enterprise-wide data assets (Enhance Understandability)			●										
DON CIO	Develop and promulgate guidance on DON metadata standards (Enhance Understandability)			●										
DON CIO	Develop DON data quality management strategy for improving accuracy and completeness of enterprise data assets (Establish Trustworthiness)			●										
DON CIO	Promote Interoperability of field enterprise data services that support advanced data science, Machine Learning, and Artificial Intelligence initiatives (Establish Trustworthiness)			●										
DON CIO	Publish inventory of all DON strategic data assets in the DON data catalog (Enable Visibility & Availability)				●									
DON CIO	Designate domain data hubs to integrate, manage, and secure data within each information domain (Promote Interoperability)				●									
DON CIO	Establish and implement a DON-wide data literacy program (Enhance Understandability)					●								
DON CIO	Develop DON master data management strategy addressing capture, cleaning, integration, and shared use of enterprise master and reference data elements (Promote Interoperability)						●							





### 3.1.B » Reform business operations enterprise-wide to generate lasting, institutionalized, resources to support strategic reinvestment in lethality

#### 3.1.B » 4 Focus Areas 30 Initiatives\*

\*As of Oct 2020

##### Business Systems



**PROBLEM:** The current enterprise environment is comprised of many complex systems and processes with no mechanism to compare these capabilities against each other. This has created inefficiencies and presented challenges during the financial statement audits.

**SOLUTION:** The DON will aggressively deploy a business enterprise architecture that will guide future investments and capabilities through conducting End to End process and systems mapping, defining target architecture, and ensuring investments in both new capabilities and modernization of existing capabilities are aligned to the target architecture.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON OCMO	Establish the DON Business Enterprise Architecture (BEA) and DON Enterprise Knowledge Repository (EKR) suite of tools to support portfolio management	○ USN ● USMC ○ Secretariat ✓ Completed	●											
ASN (M&RA)	Implement the Automated Nature of Action (AUTONOA) system and business procedures within DON's HR business operations to support completion of a business case analysis and assess HR business process efficiencies		●											
OPNAV (N1/CNP)	Integrate Navy Personnel and Pay System		●				●							
DON OCMO	Streamline the Military Standard Requisitioning and Issue Procedures (MILSTRIP) process by consolidating over forty (40) legacy Supply Systems into an integrated systems environment with the goal of reducing Supply Systems by 20 - 30%, and by reducing MILSTRIP-related Unmatched Transactions (UMTs) by at least 40 - 50% from current UMT counts and amounts		●											
DON OCMO	Design and implement a structured, integrated, and auditable contract management process to improve accuracy and efficiency, reduce the number of contract writing and entitling systems, reduce DON's handoffs with multiple agencies, and remediate audit findings		●											
OPNAV (N1/CNP)	Rationalize Navy Manpower, Personnel, Training, & Education systems portfolio and integrate remaining systems into a cloud-hosted system		●											



## Enterprise Risk Management [ERM]



**PROBLEM:** The DON lacks a consistent and standardized approach for identifying and managing enterprise risks and performance across the Department. This creates significant challenges regarding successful execution of the DON's strategic goals. Historically, risks have been managed within functional silos, but the DON must move to a more holistic enterprise framework and approach in order to sustain operational and strategic readiness.

**SOLUTION:** The DON is establishing a foundation for enterprise risk management to provide timely insight and to make critical decisions that lead to meeting strategic objectives that increase our readiness and lethality.

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON OCMO	Develop an ERM Training and Strategic Communications Plan with stakeholder analysis and associated training materials to support ERM implementation in the DON	○ USN ● USMC ○ Secretariat ✓ Completed	■	■										
DON OCMO	Conduct ERM proof of concept to demonstrate how it can be operationalized prior to issuing guidance		■	■	■									
DON OCMO	Initiate ERM SES and AO training for major Navy and Marine Corps HQ organizations as part of Implementation		■	■	■	■								
DON OCMO	Execute a Top-Down Enterprise Risk Assessment of the objectives of the revised DON BOP to create the Baseline Enterprise Risk Profile		■	■	■	■								
DON OCMO	Publish DON ERM Implementation Guidance		■	■	■	■								
DON OCMO	Publish ERM Playbook to illustrate best practices in the DON to help organizational units apply concepts for added value		■	■	■	■	■	■	■	■				
DON OCMO	Implement ERM across the DON in a phased approach		■	■	■	■	■	■	■	■	■	■	■	■



Gregory J. Slavonic, Under Secretary of the Navy (Acting) converses with U.S. Marines assigned to Marine Medium Tiltrotor Squadron 774 (VMM-774) at Naval Station Norfolk, Virginia





## Small Business Inclusiveness



**PROBLEM:** Often when the Navy publishes Requests for Proposals (RFPs), only companies that have already navigated the “red tape” of government are well-positioned to respond and earn business. This means many small business, who would have otherwise provided competitive services at potentially lower cost are precluded from submitting viable RFPs. Therefore, the same companies are awarded contracts with little possibility of more robust competition entering the marketplace.

**SOLUTION:** Through a small business enterprise strategic framework, the Navy is encouraging acquisition opportunities where small businesses can best support Sailors, Marines, and their families through policy, advocacy, counseling, and training. This increases the likelihood that the best small business companies are competing for the work.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OSBP	Increase small business spend annually at both the prime and subcontract level by educating industry on DON contract opportunities in support of the Navy and Marine Corps													
OSBP	Create a cadre of supporters who can educate and advocate for small business by selecting five acquisition professionals annually to participate in the OSBP rotational excellence program													
OSBP	Increase outreach and communication with industry through webinars, industry days, and training													
OSBP	Ensure Small Business Professionals are trained in alignment with DON priorities													

## Reform Business Operations



**PROBLEM:** The Department lacks an enterprise framework for integrating data and analytics with process and mission performance outcomes, as well as information system portfolios and services roadmaps. This challenges the DON’s ability to deliver insights to support agile decision making.

**SOLUTION:** DON business reform efforts encompass more than cost cutting – they focus on developing agile and accountable business processes and systems. Business Operations Plan initiatives are actively tracked and analyzed, and performance results are included as part of Business Operations Management Council risk management proceedings.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DC I&L	Execute enterprise divestment strategy to excess stocks in stores in order to support efficient inventory management													
DON OCMO	Establish the governance, and commission empowered Working Groups to perform DON Supply Chain Reengineering and Modernization and a functional/capability level and an end-to-end weapon systems level													
DMCS	Provide six-month updates on the development, implementation and monitoring of elimination of duplication-related organizational changes													



## Reform Business Operations (cont'd)

OPR	Initiative	Key:	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HQMC (BRB)	Develop and implement software applications designed to replace manpower tasks in order to replace highly manual, repetitive, labor intensive and error prone business processes with automated robotic processes	○ USN ● USMC ○ Secretariat ✓ Completed												
ASN (EI&E)	Implement MILCON reform efforts to improve execution of Capital Construction Projects													
DC I&L	Consolidate Marine Corps' logistics-related databases, SW services, and sustainment contracts ICW the Logistics Data Services Plan													
ASN (M&RA)	Vertically consolidate change of station (PCS) and temporary duty (TDY) lodging within each Service to streamline operations and allow for right sizing of facilities aboard the installations													
DC I&L	Publish MCO 4400.201 Volume 9 - Enterprise Inventory Control in order to codify, update, and establish policy guidance and direction from Service-level materiel management/inventory control operations, processes, and procedures													
DON OCMO	Develop metrics to measure agility and increase efficiency and effectiveness in business operations													
DON OCMO	Refine and improve DON methods to collect, analyze, and report performance measures and productivity metrics to enable decision-makers to track the progress made on BOP strategic objectives													
ASN (EI&E)	Complete new Environmental Impact Statements in two years or less as measured from the Notice of Intent to the Record of Decision per ASN (EI&E) policy of 28 Feb 2019													
ASN (EI&E)	Develop and implement a plan to improve the quality, oversight, and understanding of the long term viability of privatized housing													
ASN (EI&E)	Develop and implement the Governance strategy to enhance DON oversight of privatized housing programs, and work with partners to improve the financial viability of DON MHP initiatives and business operation construct													





## *From the deckplate...*

### **Marine Corps Improves H-1 Availability and Reliability**

The Marine Corp's H-1 program consists of three type/model/series (T/M/S) aircraft: the legacy AH-1W, the AH-1Z and UH-1Y. Key initiatives in the H-1 community include inventory management initiatives to keep squadron flight lines aligned with maintenance capacity and increased funding to materiel availability and reliability. Those materiel initiatives include fuel cell, drivetrain system, and air vehicle improvements, as well as establishing a second source vendor to deliver 300 fuel cells in FY20.

### **The DON Awards Top Ideas for Innovation**

The A3P recognizes top Department of the Navy (DON) individuals or teams who demonstrate dedication and leadership in increasing agility and accountability within the DON in the following initiative categories: Agile Acquisition; Agile Technology; Agile Policy Reform; Data-Driven Agility; Agile Warfighting; Agile Leadership; and Agile Authorship. NavalX provides an avenue for capturing and submitting top ideas for innovation through A3P and supports submission through their website: <https://www.secnav.navy.mil/agility/Pages/awards.aspx>.

## **3.2 Optimize Organizational Structures**

### **Why This Matters**

DON organizations and processes are rapidly innovating in order to meet the challenges of an increasingly complex global security environment. The DON is continuously assessing and adapting its organizational structures to provide improved support to its warfighters through efficient and effective processes that focus on creating a more lethal force. Organizational structures that have limiting impacts on lethality or performance are being consolidated, eliminated, or restructured. Revised management structures and processes are empowering warfighters with the knowledge, equipment, and support systems that ensure they are ready to fight and win.



***3.2.A » Reduce redundancies across the enterprise (to include Office of the Chief of Naval Operations [OPNAV]; Headquarters, Marine Corps [HQMC]; and Secretariat) to achieve cost savings and improve agility***



*Marines in the Marine Corps Silent Drill Platoon, Quantico, VA*



## 3.2.A » 1 Focus Areas 4 Initiatives\*

\*As of Oct 2020

### Enhance Organizational Structure



**PROBLEM:** The DON lacks sufficiently agile business operations that employ faster access to information, streamlined processes, and rapid decision-making.

**SOLUTION:** The DON is reviewing the current Functional Area Manager (FAM) construct and replacing it with a portfolio management concept.

OPR	Initiative	Key:	○ USN ● USMC	○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DON OCMO	Develop a new portfolio management construct across the DON, to replace the current FAM IT-centric concept				●											
DON OCMO	Update BPR training and provide Train the Trainer (T3) classes to DON commands that need to complete BPR as a part of a Business System funding request				●											
DON AA	Reform DON Task Management System by implementing a less costly, more efficient task management system to replace the outdated DON Tasking, Records, and Consolidated Knowledge Enterprise Repository system											●				
DON OCMO	Implement the new portfolio management construct						●									→



USS Tornado (PC 14), Pacific Ocean





## From the deckplate...

### The DON Continues to Make progress on Audit During COVID-19

The DON's auditors developed virtual communications to ensure continued progress on audit given social distancing requirements during the COVID crisis. With training and assistance, Budget Submitting Offices successfully leveraged collaboration tools to provide the Independent Public Accountants (IPA) first-hand information of their systems and business processes during walkthroughs. Close collaboration, creativity and leveraging available tools has enabled the Navy and the IPA to continue moving forward on audit during these challenging times.

## 3.3 Improve the Quality of Budgetary and Financial Information that is Most Valuable in Managing the DoD

### Why This Matters

The American taxpayers hold the DON accountable for every dollar entrusted to it and expect transparency on how the Department uses that money to buy and build weapon systems and facilities; recruit, train and develop personnel; build a secure information technology infrastructure; and accomplish its mission. Full financial statement audits provide comprehensive assessments of how resources are invested and what the DON receives for its investments. This information enables the DON to fulfill its obligation to the American taxpayers and facilitates better analysis and forecasting of readiness and required investments that will improve the lethality of the warfighters.



***3.3.A » Institutionalize annual audit and remediation, and establish a near-term path to a clean opinion***



*Parts and materials for the aircraft carrier USS Theodore Roosevelt (CVN 71)*





### 3.3.A » 7 Focus Areas 27 Initiatives\*

\*As of Oct 2020

#### Accounting Systems Consolidation



**PROBLEM:** The DON's current enterprise business system environment is complex and consists of many legacy and non-audit compliant systems and interfaces. This environment is costly to maintain and lacks the system interoperability necessary controls and standardizations to support audit examination. Information within systems often cannot be traced to the point of origination or is not sufficiently supported by transaction documentation.

**SOLUTION:** The DON is reducing the total number of accounting systems with the ultimate goal of having only one accounting system, the Navy Enterprise Resource Planning System (ERP). The DON is expanding the financial management functionality in the Navy ERP to include processing receipt, acceptance, and Treasury disbursement operations for vendor and contract payments. The Department is re-engineering other business processes and enforcing systems compliance with data standards.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (FM&C)	Implement Treasury Direct Disbursing for ERP and existing Marine Corps and Navy personnel and pay systems (MCTFS and OnePay)													
ASN (FM&C)	Implement G-Invoicing (Inter-governmental Transactions)													
ASN (FM&C)	Consolidate two accounting systems to one (DON ERP)													
HQMC (P&R)	Execute the Marine Corps Defense Agencies Initiative (DAI) Implementation Initiative that will migrate the Marine Corps financial management capability from the Standard Accounting, Budgeting, and Reporting System (SABRS) to the DAI suite of tools													
ASN (FM&C)	Shut-down legacy general ledger systems except SABRS													
ASN (FM&C)	Upgrade Navy ERP expanding its financial functionalities for End-to-End Business Processes													
ASN (FM&C)	Implement Treasury Direct Disbursing for Navy's new integrated Navy Personnel and Pay system													

“ The DON's financial transformation effort has yielded significant savings and improved stewardship across the DON. The elimination of legacy financial systems and standardization of business processes has improved visibility into how we spend our resources and has identified opportunities to change to a more effective execution model. The Department of the Navy is outperforming the other Departments and must continue to transform and modernize the financial processes and systems in order to reap additional savings for investment in warfighting priorities.

”

— Thomas Harker, Assistant Secretary of the Navy FM&C  
[Currently PTDO Under Secretary of Defense (Comptroller)]/CFO]



## IT General Controls



**PROBLEM:** The DON needs to ensure these IT general controls are in place and operating effectively, specifically as we redesign our system environment through consolidation and modernization.

**SOLUTION:** By implementing the new risk management framework within the entire IT acquisition process from beginning to end, the DON is enabling increased oversight, security controls, and interoperability. The DON is leveraging new technologies and retiring legacy systems to accelerate its transition to a modern and secure system environment.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (FM&C)	Implement Managers' Internal Control Program		●											
ASN (FM&C)	Address ITGC Material Weakness areas					●								
ASN (FM&C)	Address Security Management (SM) ITGC material weakness area								●					
ASN (FM&C)	Address Interface Control (IC) ITGC material weakness area									●				
ASN (FM&C)	Address Access Control (AC) and Segregation of Duties (SOD) ITGC material weakness area									●				
ASN (FM&C)	Address Configuration Management (CM) ITGC material weakness area													●

## Contractor Held Property



**PROBLEM:** The DON and its business partners do not have an accurate accounting of assets on hand. Both contract and business process changes are necessary to comply with financial reporting and accountability requirements.

**SOLUTION:** Partner with industry to implement data standards, enforce reporting requirements, and change business processes to facilitate timely and complete asset reporting. Update existing contracts with the required tasks and enforce accountability through monitoring, reconciliation, and assessment.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (RD&A)/ ASN (FM&C)	Establish contract requirements for accountability and reporting		●											
ASN (FM&C)	Establish contractor held property baseline for: Trident, Ordnance, and Working Capital Fund				●									
ASN (FM&C)	Establish contractor held property baseline across all remaining contracts					●								



Warner Center at the Marine Corps University, Quantico, VA





## Real Property



**PROBLEM:** Utilities and plant records are neither complete nor accurate and are not supported by key source documents. After rigorous testing, auditors determined additional procedures will be required to remedy these deficiencies.

**SOLUTION:** Complete a 100% inventory of all utilities and plants in FY21, and ensure the DON's Geographic Information System data is complete and accurate.

OPR	Initiative	Key: ○ USN ● USMC	Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (FM&C)/ ASN (EI&E)	Establish valuation baseline and implement sustainable processes to properly account for real property assets	●													
ASN (FM&C)	Implement new process to track and record acquisition project costs						●								

## Inventory and Operating Materials & Supplies (OM&S)



**PROBLEM:** The DON's processes, controls, and systems are non-standard and decentralized.

**SOLUTION:** To manage item quantity, condition, and location, the DON is improving oversight procedures, identifying gaps in key controls with a re-engineered process, and establishing baselines for the populations of its items.

OPR	Initiative	Key: ○ USN ● USMC	Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (FM&C)	Establish existence and completeness (E&C) of DON-managed baseline balance: Uninstalled Aircraft Engines, Trident Missiles, Ordnance, working capital fund (WCF) Supply Management Inventory					●									
ASN (FM&C)/ OPNAV (N4)/ DC I&L	Establish E&C of other government agency (OGA)-Managed baseline balance: Ordnance & WCF Supply Management Inventory						●								
ASN (FM&C)/ OPNAV (N4)	Complete OM&S-Remainder baseline as part of Navy Material Accountability Campaign							●							
ASN (FM&C)	Complete Operating Materials & Supplies (OM&S) - Remainder Valuation Baseline							●							

“ Our changing and complex environment demands more agility - we need to be flexible and agile with the purpose of serving the mission. Agility requires continuous evaluation and capacity to step back and reflect with a broad perspective and then act on those findings immediately. We owe agility to our warfighters to enable them to move at the speed of relevance. We are committed to viewing the speed of our responsiveness to change as an opportunity, not as a threat. ”

— Alaleh Jenkins, Assistant Secretary of the Navy FM&C (PTDO)



## Financial Reporting and Fund Balance with Treasury



**PROBLEM:** The DON's systems do not communicate with one another, therefore limiting the ability to track dollars from point of origination through execution or to report on financial statements without manual interventions and adjustments. Additionally, the DON is unable to reconcile its fund balance with the US Department of Treasury.

**SOLUTION:** The DON is correcting accounting system posting logic and underlying business processes to reduce the number of manual and automated adjustments to financial statements. The DON is also streamlining its processes and transitioning to U.S. Treasury disbursing and collection shared services.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (FM&C)	Institutionalize and demonstrate effectiveness of Fund Balance with Treasury (FBWT), suspense, deposit fund reconciliations, and controls													
ASN (FM&C)	Develop and Implement: end-state financial close systems, financial reporting analytics, end-state posting logic requirements, and reconciliation process with Treasury													

## Budgetary Reform



**PROBLEM:** The DON often spends its money in a decentralized manner through reimbursable agreements (to both internal Navy organizations and other government agencies), resulting in loss of visibility of available resources.

**SOLUTION:** The DON is moving funds to where they are used, relieving the need for burdensome documentation and reconciliation requirements at various levels of organizations. The DON is also changing the intragovernmental payment process (with other government agencies) to enforce proper receipt of goods or services before payments are processed.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ASN (FM&C)	Design, develop and implement DON digital budget tools													
ASN (FM&C)	Implement new budget execution and mid-year review													
ASN (FM&C)	Implement new obligation monitoring process													



USS Ronald Reagan (CVN 76), Phillipine Sea



## Implementation

In a large, complex organization such as the DON, a decentralized structure is the most efficient and effective means of ensuring best service and continued relevance to the warfighter. This model is based upon private sector corporations' best practices that leading at the level closest to the customer makes for a more agile institution. This decentralized framework includes sub-organizations that are responsible for specific functions and remains flexible and adaptable through continued communications across all lines of effort and every level of management. However, even with the most inclusive team approach, a decision-making body is required to effect true and lasting change.

## Governance

The **DON Business Operations Management Council (BOMC)** is the primary senior leader decision-making forum that monitors major business initiatives across the DON. The BOMC's mission is

to lead large-scale DON business operations and management efforts that both improve core business processes and deliver greater performance and accountability in support of the warfighter. In his capacity as the Chief Management Officer (CMO), the Under Secretary of the Navy chairs the BOMC.

The BOMC complements the work of other permanent business mission governance bodies, such as the Audit Committee and the Senior Management Council, along with business mission working groups, such as the OSD Reform Management Group, Readiness Reform Oversight Council, and Investment Review Board.

This overall governance framework creates a continuous feedback loop across all echelons to adapt and update the BOP across the DON enterprise. As a result, the BOMC will continually monitor performance and ensure stakeholder accountability for the initiatives within the BOP, as well as manage any risks that may impede progress toward the achievement of the BOP's Strategic Objectives.



*Kenneth J. Braithwaite, Secretary of the Navy at Naval Station Norfolk*

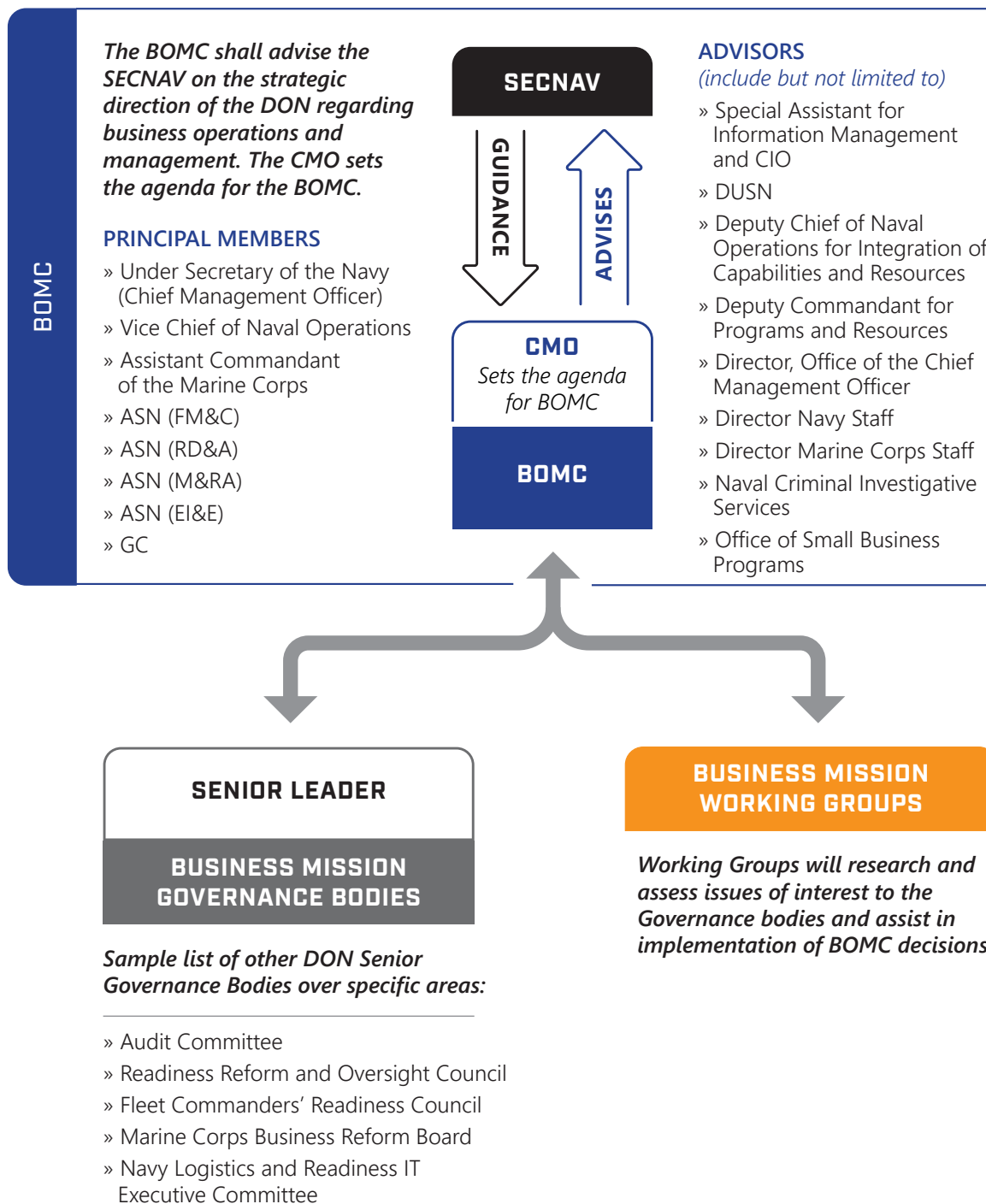




## Business Mission Governance Bodies

To improve agility, accountability, and lethality in the DON, governance bodies have been established and will continue to be established and restructured. The business mission governance bodies identified below are in various stages of maturity and represent only a sample of the many monitoring and oversight organizations and groups in the DON. When fully

established and aligned, these governance bodies will collectively form the backbone of comprehensive and effective DON governance. The DON will monitor and sustain this progress through a robust integrated culture of strategic performance, controls, and risk management practices.





## Performance and Accountability

The DON recognizes that accurately measuring performance is critical to driving and supporting successful transformation. In order to truly transform our business operations, the DON goes beyond reporting backwards looking status updates to initiatives. Instead the DON analyzes if and how the status of those initiatives might pose a risk to achieving the strategic objectives they support.

## Assessing and Managing Risk

The principle of “calculated risk” is a fundamental description of how naval leaders operate in an uncertain and dangerous world. The DON asks the Fleet to operate on the principle of calculated risk every day; it is a critical element of the DON’s naval heritage and ethos. Similarly, when executing the DON’s Title 10 functions to man, train, equip, operate, sustain, and maintain our naval forces, we must employ a comprehensive review of risk that will enable and enhance decision making across the organization. Early identification and discussion of risks and deficiencies with the appropriate leaders allows the DON to focus on root causes and engage the appropriate stakeholders to help mitigate the manifestation of risks long before they become an issue or even present a crisis.

Furthermore, the BOMC creates a culture that embraces risk transparency at all levels of the DON. Recognizing that this transformation will mature over time, the BOMC relies on DON OCMO to perform targeted, independent risk assessments to assist DON leadership. As a result, these risk assessments provide DON leaders with critical information to assist their decisions to ensure they complete their initiatives outlined in the BOP.

## Business Process Reengineering (BPR)/ Continuous Process Improvement (CPI)

The DON must reform its business practices, improve its business operations performance, and achieve efficiencies and effectiveness in order to reinvest resources in warfighting priorities. Every activity and every job are part of continuous improvement. The OCMO has established the DON Business Process Reengineering Center of Excellence (CoE) to organize DON-wide CPI actions, deliver knowledge and training to instill the courage and means to break with tradition, and to conduct process improvement projects to meaningfully operationalize strategy in support of a Navy and Marine Corps that perform better and cost less.



*Gregory J. Slavonic, Under Secretary of the Navy (Acting) stands alongside fellow participants during the christening of the future Virginia-class submarine USS Montana (SSN 794)*



**Secretary of the Navy**  
Honorable Kenneth J. Braithwaite

**Under Secretary of the Navy**  
Honorable Gregory J. Slavonic [Acting]

Assistant Secretary of the Navy (ASN)  
for Research, Development &  
Acquisition (RD&A)

ASN for Manpower & Reserve  
Affairs (M&RA)

ASN for Financial Management &  
Comptroller (FM&C)

ASN for Energy, Installations &  
Environment (EISE)

General Counsel

Chief Information Officer  
Deputy Under Secretary  
of the Navy

Office of the Chief  
Management Officer

Naval Criminal  
Investigative Service

Office of Small Business  
Programs

Chief of Information  
Office of Legislative Affairs  
Chief of Naval Research  
Judge Advocate General  
Inspector General  
Auditor General



**Chief of Naval Operations**  
Admiral Michael M. Gilday

**Vice Chief of Naval Operations**  
Admiral William K. Lescher

Deputy CNO for Manpower, Personnel, Training &  
Education / Chief of Naval Personnel (N1)

Deputy CNO for Information Warfare / Director of  
Naval Intelligence (N2/N6)

Deputy CNO for Operations, Plans, and Strategy  
(N3/N5)

Deputy CNO for Fleet Readiness and Logistics (N4)

Deputy CNO for Warfighting Development (N7)

Deputy CNO for Integration of Capabilities and  
Resources (N8)

Deputy CNO for Warfighting Requirements and  
Capabilities (N9)



**Commandant of the Marine Corps**  
General David H. Berger

**Assistant Commandant of the  
Marine Corps**  
General Gary L. Thomas

Deputy Commandant Manpower and Reserve  
Affairs (DC M&RA)

Deputy Commandant Installations and Logistics  
(DC I&L)

Deputy Commandant Plans, Policy and Operations  
(DC PP&O)

Deputy Commandant Combat Development and  
Integration (DC CD&I)

Deputy Commandant Aviation (DC A)

Deputy Commandant Information (DC I)

Deputy Commandant Programs and Resources  
(DC P&R)

#### **SYSCOM Commanders**

Naval Air Systems Command (NAVAIR)

Naval Sea Systems Command (NAVSEA)

Naval Information Warfare Systems Command (NAVWAR)

Naval Supply Systems Command (NAVSUP)

Naval Facilities Engineering Command (NAVFAC)

Marine Corps Systems Command (MCSC)

Office of Naval Research (ONR)





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The Business Operation Plan is an annual report that captures innovative and improved business practices to support the Warfighter by increasing efficiencies throughout the department.

— Gregory J. Slavonic, Under Secretary of the Navy (Acting)

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# APPENDIX



## **Business Operations Plan Fiscal Years 2021-2023**

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FY20 Initiative Completions



The following BOP Strategic Objective areas list **completed** FY20 initiatives.


## 1.1 Restore Military Readiness to Build a More Lethal Force

### 1.1.A Fully restore aviation/ship/ground readiness to meet missions

Focus Areas	OPR	Initiative	Completed
<b>Ship Readiness</b>  	ASN (RD&A)	Finalize implementation of ASN (RD&A)'s new Title 10 sustainment responsibilities with stand-up of DASN [Sustainment]	Q1 FY20
	NAVSEA	Complete simulation and modeling of all processes critical to submarine and CVN maintenance at Puget Sound, Norfolk and Portsmouth public shipyards	Q4 FY20
<b>Ground Readiness</b> 	DC P&R	Reform Unit Reserve Activation/Per-Diem to improve traceability and visibility of funds during Reserve Components' activation	Q4 FY20

## 1.2 Lay the Foundation for Future Readiness through Recapitalization, Innovation, and Modernization




### 1.2.A Deliver platforms that possess greater combat power and longer reach in support of missions across all domains

Focus Areas	OPR	Initiative	Completed
<b>Acquisition Agility</b> 	OGC	Develop a reporting process to track data rights challenges and their resolutions in order to inform DON data rights strategies during acquisition planning and contract performance, as well as to inform DON legislative and regulatory priorities	Q4 FY20
	MCSC	Implement Business Capability Acquisition Cycle (BCAC) framework to acquire business solutions more efficiently	Q1 FY20
	ASN (RD&A) /CNR	Reduce timelines by using authorities resident in the Small Business Innovation Research and Small Business Technology Transfer programs measured by: SBIR Time to Phase II Award and SBIR Time Without Funding	Q4 FY20
	ASN (RD&A)	Train the workforce on available acquisition tools, and increase their use (Sec 804 [Middle Tier Acquisition Authority, National Sea Based Deterrence Fund (NSBDF), Other Transaction Authority (OTA), NDAA Sec 233 [Pilot Program for DoD R&D Labs]	Q4 FY20
		Expand wartime acquisition playbooks by engaging industry in the efforts of the Wartime Acquisition Support Plan (WASP)	Q4 FY20






## 1.2.A Deliver platforms that possess greater combat power and longer reach in support of missions across all domains


Focus Areas	OPR	Initiative	Completed
Acquisition Agility	ASN (RD&A)	Reduce bureaucratic drag on the acquisition and sustainment operations through elimination of non value-added paperwork, streamlined Gate Reviews, delegation of ASN(RDA) reviews (DD 818's), and streamlined CIMS correspondence reviews	Q4 FY20
Acquisition Affordability 	ASN (RD&A)	Improve relationships with small business and non-traditional suppliers in coordination with Office of Small Business Programs	Q4 FY20
Acquisition Integrity 	ASN (RD&A)	Incorporate Committee on Foreign Investment in the United States supply chain expertise into the DASN Sustainment portfolio, and effectively protect products, services, data, and the supply chain from foreign actors	Q4 FY20
Acquisition Workforce 	ASN (RD&A)	Accelerate the pace of the robustness of learning in the acquisition enterprise by increasing the use of COTS learning tools by 50%	Q3 FY20
		Ensure 75% of the Acquisition Workforce are contained in the new Talent Management System	Q3 FY20
	ASN (RD&A)/ ASN (M&RA)/ OCHR	Improve talent across the DON acquisition workforce through the use of multiple recruiting methodologies (Section 1111 hiring authority, rotational assignment, expedited hiring, cross-training opportunities)	Q4 FY20
	ASN (RD&A)	Streamline the hiring process and the ability to recruit and retain talent through meeting or exceeding the OPM timeline of 80 days for all hiring actions	Q4 FY20
		Ensure a trained and certified acquisition workforce (100% certified to competency) aligned to DON priorities	Q4 FY20
		Execute the FY20 Defense Acquisition Workforce Development Fund to DoD-wide benchmarks	Q4 FY20

## 1.2.B Deliver innovative technologies [e.g., weapons, sensors, force enablers] that provide greater combat power and longer reach in support of missions across all domains

Focus Areas	OPR	Initiative	Completed
New Technologies 	ASN (RD&A)	Implement applicable findings of the Navy Research development Enterprise (NRDE) Study to improve Science and Technology (S&T) alignment with NDS priorities and linkages between Naval Postgraduate School (NPS), Office of Naval Research (ONR), U.S. Naval Research Laboratory (NRL), and the Program Executive Offices (PEOs)	Q2 FY20
	OGC	Develop an OGC trademark docketing system to track registration of DON trademarks and oppositions to protect DON trademarks including the ability to obtain royalty payments	Q4 FY20






### 1.2.C Develop and implement a sustainable path to infrastructure modernization

Focus Areas	OPR	Initiative	Completed
<b>Shore and Base Infrastructure</b> 	ASN (EIGE)	Improve installation resilience posture for energy, utilities, and environment in order to increase DON mission assurance at key mission critical facilities	Q1 FY20
		Address munitions of explosive concern (MEC) on Guam and the Commonwealth of the Northern Mariana Islands to mitigate construction cost and schedule impacts	Q4 FY20
		Integrate and deploy “small-cellular” and 5G wireless broadband technologies on DON CONUS installations in order to enhance command and control capabilities, and improve the quality of life for personnel and dependents living on base	Q4 FY20

## 1.3 Enhance IT and Cybersecurity Capabilities

### 1.3.A Optimize DON’s information infrastructure (e.g., networks, transport, end-user hardware, spectrum, etc.)

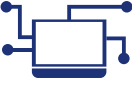
Focus Areas	OPR	Initiative	Completed
<b>Data Centers and Cloud Services</b> 	DON CIO	Develop a Navy implementation plan to align with and adopt DoD CIO’s Enterprise Collaboration and Productivity Services (ECAPS) Defense Enterprise Office Solution	Q3 FY20
		Develop a Marine Corps implementation plan to align with and adopt DoD CIO’s Enterprise Collaboration and Productivity Services (ECAPS) Defense Enterprise Office Solution	Q3 FY20
		Develop DON CIO inventory of cloud-ready systems with associated migration plans and timelines	Q4 FY20
<b>Enterprise Networks</b> 	DC I	Consolidate Domains of the Marine Corps Enterprise Network to centralize, unfragment, and increase ease of defense	Q4 FY20
	DON CIO	Conduct Logistics Information Technology (LOG IT) System and Project Portfolio Review	Q4 FY20
		Rapidly design and prototype enterprise network modernization via Naval Digital Platform Transformation team	Q4 FY20
<b>Spectrum Dependent Systems</b> 	DON CIO	Implement guidance and assess policy effectiveness to ensure that SDS are certified to full operational capability, enabling operational flexibility to share with commercial systems and operate in multiple frequency brands	Q1 FY20
		Establish guidance/policy to streamline commercial broadband 5G/small cell deployment on Navy and Marine Corps property, leveraging the DON’s streamlined process for large cell deployment which reduced the overall deployment time from 5+ years to less than one year	Q2 FY20
		Develop and promulgate updated DON guidance that depicts acceptable use practices for DON IT	Q3 FY20



### 1.3.A Optimize DON's information infrastructure (e.g., networks, transport, end-user hardware, spectrum, etc.)

Focus Areas	OPR	Initiative	Completed
Spectrum Dependent Systems	DON CIO	Establish guidance and define roles and responsibilities to improve DON awareness and implementation of the International Telecommunication Union Radio Regulations (ITU RR), an international treaty governing the global use of the radio-frequency spectrum	Q4 FY20
		Assess effectiveness of 8 August 2019 policy memo ("Reducing Electromagnetic Spectrum Fratricide") directing all spectrum-dependent systems (SDS) to complete risk evaluation and management steps to reduce the recurrence of electromagnetic spectrum (EMS) fratricide (inadvertent self, friendly, or neutral electromagnetic interference caused by SDS)	Q4 FY20
		Implement guidance and institute governance structure to provide oversight and guidance in the development and implementation of Electromagnetic Battle Space strategy, policy, and doctrine	Q4 FY20

### 1.3.B Increase DON's ability to deter, detect, defeat, and recover from cyber-attacks


Focus Areas	OPR	Initiative	Completed
Cybersecurity Readiness 	DC I	Implement Marine Corps Network Access Control, Compliance, and Remediation / C2C	Q1 FY20
	OPNAV (N2/N6)	Continue incremental improvement to Navy Cyber Situational Awareness Rapid Deployment Capability until system disposition decision	Q4 FY20
		Complete first installation of Navy Situational Awareness, Boundary Enforcement and Response (SABER) capability	Q4 FY20
	DON CIO	Charter the DON Level Defense Industrial Base-Executive Steering Committee (DIB-ESC)	Q3 FY20
		Conduct Proof of Concept and Deploy Continuous Active Monitoring Tools	Q3 FY20
		Develop and promulgate updated DON guidance addressing Processing of Electronic Storage Media for Disposal	Q3 FY20






## 1.4 Ensure the Best Intelligence, Counterintelligence, and Security Support for DoD Operations

### 1.4.A Deliver timely and relevant intelligence, counterintelligence, and security support to Sailors and Marines to provide a decisive and dominant advantage

Focus Areas	OPR	Initiative	Completed
<b>Counter-Intelligence and Security</b> 	DUSN	Create a DON Insider Threat Hub to Initial Operating Capability (IOC)	Q1 FY20
	DC I	Provide dedicated counterintelligence analytic support to Marine Corps-related Committee for Foreign Investment in the United States cases and insider threat program	Q2 FY20
		Create and resource regionally-aligned counterintelligence support teams for Marine Corps to provide support for critical infrastructure and fielded technologies	Q3 FY20


## 1.5 Implement Initiatives to Recruit and Retain the Best Total Force to Bolster Capabilities and Readiness

### 1.5.A Produce a highly skilled workforce [Sailors, Marines, and civilians] shaped for today and prepared for tomorrow's needs

Focus Areas	OPR	Initiative	Completed
<b>Military Personnel</b> 	OPNAV [N1/CNP]	Improve and modernize military personnel management operations through increased automation and process improvements, by implementing a detailing marketplace and by enhancing career flexibility through rating modernization	Q1 FY20
		Establish MNCCs to enable 24/7 self-service options, call center availability, shared services capabilities, and transactional support	Q1 FY20
	DC CD&I	Modernize Marine Corps occupational specialties	Q2 FY20
	DC M&RA	Reform Marine Corps Special Duty Assignment Pay by accurately targeting incentives to attract qualified Marines to volunteer for hard-to-fill, critical assignments	Q2 FY20
	DC I	Zero-Based Review of IT Workforce to determine the costs, skill sets, service delivery value, and service quality of the IT support environment	Q3 FY20
<b>Civilian Personnel</b> 	ASN [M&RA]	Finalize and begin execution of the 2019-2030 DON Civilian Human Capital Strategy initiatives	Q2 FY20
		Initiate Human Capital Strategy (HCS) Pilot Program	Q4 FY20



### 1.5.A Produce a highly skilled workforce [Sailors, Marines, and civilians] shaped for today and prepared for tomorrow's needs

Focus Areas	OPR	Initiative	Completed
<b>Total Force</b> 	OGC	Develop a streamlined documentation and reporting process for reporting information regarding ethics training and ethics violations in order to better identify trends that will be incorporated in future ethics training and guidance	Q3 FY20
	HQMC (BRB)	Charter a Travel Reform Initiative Working Group (TRIWG) to plan and execute a series of projects to streamline travel processes and systems that will improve travel experience	Q4 FY20
	ASN (M&RA)	Transform the Council of Review Boards (CORB) technology, through fully digital and holistic case management by integrating processes and systems to automate non value added manual/human tasks and reduce processing time	Q4 FY20
	ASN (E&E)	Strengthen DON-wide safety programs and procedures by contributing timely technical expertise to DoD policy development, congressional inquiries and federal agency mission support	Q4 FY20

## 2.1 Reform the Security Cooperation Enterprise

### 2.1.A Implement a more strategic, coordinated approach to security cooperation

Focus Areas	OPR	Initiative	Completed
<b>Allies and Partners Synchronization</b> 	DUSN	Pursue policies and authorities to increase admission and graduation rates of foreign midshipmen to the U.S. Naval Academy	Q4 FY20
		Increase priority partner participation in Department of the Navy sponsored professional military education and training	Q4 FY20
<b>Security Cooperation</b> 	OPNAV (N3/N5)	Implement security cooperation activities that counter Chinese and Russian efforts to influence nations; that enable partners to counter threats from Iran and North Korea; and that ensure US access to enable a superior geo-strategic position over adversaries	Q1 FY20
	DC PP&O	Develop updated Service doctrine to plan, coordinate, execute, monitor, evaluate, and report Security Cooperation activities more effectively and efficiently	Q2 FY20






### 3.1 Improve and Strengthen Business Operations Through a Move to DoD-Enterprise or Shared Services; Reduce Administrative and Regulatory Burden

#### 3.1.A Increase the use of data analytics and artificial intelligence in DON-wide decision making

Focus Areas	OPR	Initiative	Completed
Enterprise Data Quality, Standards, Integration, and Investment 	DON CIO	Develop and promulgate a DON Data Architecture to enforce investments, systems development, and POM planning	Q2 FY20
		Develop a DON Implementation Plan for the DoD Data Strategy focusing on governance, workforce, readiness and tools/technology	Q3 FY20
Improve Decision Making 	OGC	Establish a framework for analyzing litigation trend data by substantive practice area (e.g.: acquisition, environmental and civilian personnel law) via charters for working groups that will review litigation trends, assess legal compliance, and secure new processes, policies, regulations and/or legislation to make necessary improvements	Q4 FY20


#### 3.1.B Reform business operations enterprise-wide to generate lasting, institutionalized, resources to support strategic reinvestment in lethality

Focus Areas	OPR	Initiative	Completed
Business Systems 	OPNAV (N4)	Develop the Navy Logistics IT Digital Transformation Plan	Q4 FY20
Enterprise Risk Management [ERM] 	DON OCMO	Establish the foundation for DON ERM through a Concept of Operations (CONOPS)	Q1 FY20
Small Business Inclusiveness 	OSBP	Analyze small business survey results and develop plan of action and milestones	Q2 FY20






### 3.1.B Reform business operations enterprise-wide to generate lasting, institutionalized, resources to support strategic reinvestment in lethality

Focus Areas	OPR	Initiative	Completed
Reform Business Operations 	DON OCMO	Establish a strategic plan, critical success factors, and performance measures for conducting a Supply Chain Process Reengineering and Improvement across the DON	Q3 FY20
	MCSC	Reform IT Contracting to increase synergies and interoperability of Marine Corps IT support service contracts	Q4 FY20


## 3.2 Optimize Organizational Structures

### 3.2.A Reduce redundancies across the enterprise (to include Office of the Chief of Naval Operations [OPNAV]; Headquarters, Marine Corps [HQMC]; and Secretariat) to achieve cost savings and improve agility

Focus Areas	OPR	Initiative	Completed
Education for Seapower 	CLO	Appoint a Technical Adviser to the Naval University System	Q1 FY20
		Develop a Naval Education Strategy	Q2 FY20
		Establish a Naval Community College	Q3 FY20
		Ensure all future Flag/General Officers attend in-residence strategic education	Q3 FY20
		Create a FITREP/EVAL category for Learning	Q4 FY20








## 3.3 Improve the Quality of Budgetary and Financial Information that is Most Valuable in Managing the DoD

### 3.3.A Institutionalize annual audit and remediation, and establish a near-term path to a clean opinion

Focus Areas	OPR	Initiative	Completed
Accounting Systems Consolidation 	ASN (FM&C)	Migrate non-ERP legacy accounting systems to the Standard Accounting, Budgeting, and Reporting System (SABRS)	Q1 FY20



### 3.3.A Institutionalize annual audit and remediation, and establish a near-term path to a clean opinion

Focus Areas	OPR	Initiative	Completed
 Real Property	ASN (FM&C)/ ASN (EI&E)	Design, develop, implement, test internal controls to sustain E&C	Q2 FY20
 Inventory and Operating Materials & Supplies (OM&S)	ASN (FM&C)	Establish valuation functional requirements	Q3 FY20
 Financial Reporting and Fund Balance with Treasury	ASN (FM&C)	Implement data analytics capabilities to improve financial reporting	Q2 FY20
		Establish enterprise standard financial reporting processes, procedures and controls	Q4 FY20
 Budget Reform	ASN (FM&C)	Reduce the use of reimbursable authority for current and future years	Q1 FY20
		Improve expenditure efficiency and transparency of funds across the DON	Q3 FY20
 Contingent Legal Liabilities	OGC/ ASN (FM&C)	Document and support contingent legal liabilities estimates	Q2 FY20
		Establish management controls over contingent legal liabilities	Q2 FY20
 Environmental & Disposal Liabilities	ASN (EI&E)/ ASN (RD&A)/ ASN (FM&C)/ OPR FM&C	Establish management controls over environmental and disposal liabilities	Q2 FY20
		Document and support EDL estimates associated with aircraft, real property, and vessels	Q4 FY20
 Contract Authority	ASN (FM&C)	Establish monitoring controls over funds receipt and distribution (FRD)	Q2 FY20

